UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

MOTIVATION AND JOB SATISFACTION IN GHANA: A CASE STUDY OF THE GARMENT MANUFACTURING SECTOR IN THE UPPER EAST REGION

MARY NYAABA

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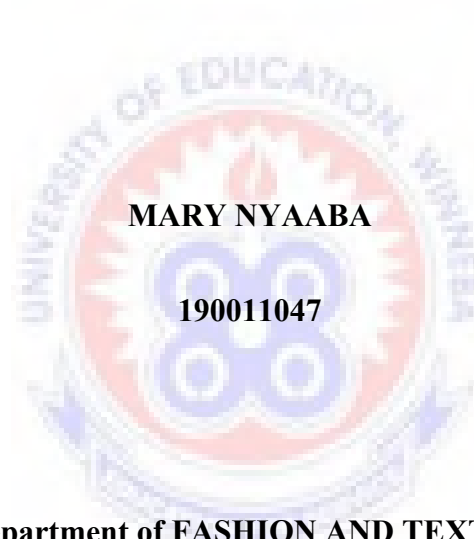
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OCTOBER 2020

DECLARATION

I, MARY NYAABA, hereby declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

SIGNATURE …………………………….

DATE:…………………………………..

SUPERVISOR'S DECLARATION:

I hereby declare that the preparation and presentation of this work was supervised by me in accordance with the guidelines for the supervision of thesis laid down by the University of Education, Winneba.
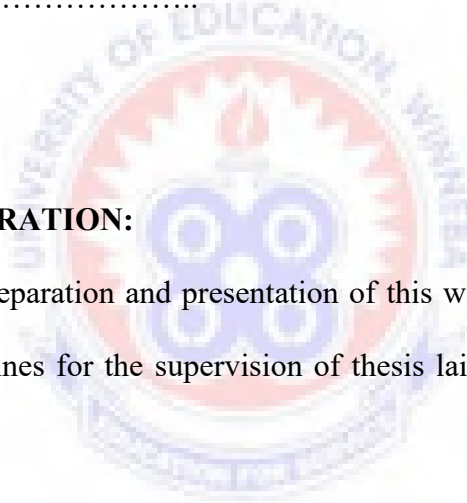
SUPERVISOR: ISAAC ABRAHAM

SIGNATURE ……………………………

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DEDICATION

This work is dedicated to Jonas Ayeebo my husband, Stephen Nyaaba my father and patience

Bugbillah.

ACKNOWLEDGEMENT

I wish to express my profound gratitude to the Almighty God for his sustenance throughout my study on campus, especially, the strength to carry out this research work to its successful completion.

I am equally expressing my deep heart felt gratitude to my husband Mr. Jonas Ayeebo and Mr. Stephen Nyaaba my father for their prayers and advice which have help me to this far. This also goes to my siblings Patience Abugbilla.

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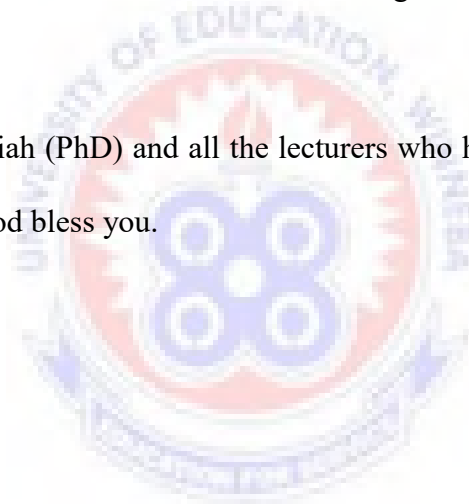
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ABSTRACT

The potential of the textile and clothing industries to contribute to long-run growth and development will depend not only on the quality and effectiveness of government policies and institutions in developing countries but also on motivation and job satisfaction. The purpose of the study was to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana. The Descriptive research design was used to conduct the study. Using the multistage sampling technique where both the convenience and purposive sampling techniques were used to select a total 150 participants from 15 dress making shops in the Upper East Region of Ghana. Questionnaires were used as the main data collection instruments. The study found that workers in the garment manufacturing industry in the Upper East Region of Ghana are both intrinsically and extrinsically motivated even though most of them agreed the work pressure puts stress on them. Also, workers enjoyed professional relationships with their colleagues, enjoyed such relationships outside of work and the businesses do a lot to improve such relationships amongst staff. In addition, the study observed that workers in the garment manufacturing industry in the Upper East are generally satisfied with the work processes, competences of their supervisors, the working conditions and business policies. From the findings the study recommended that the dressmakers association must develop a standard remuneration and motivation protocol for its members to boost morale of workers in the garment manufacturing industry and also, stakeholders in the industry must be encouraged to take the issues staff motivation seriously which goes a long way to increase the satisfaction of employees on the job.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Almost every country irrespective of its stage of development is engaged in fashion design, garment manufacturing and trading (Karunarathne & Samarasinghe, 2019) and almost without any exception, historically, the fashion industry was and continues to be the primary industry a country introduces which eventually leads to the development of other industries (Vogel, 2018; Kochan et al. 2018). This is so because in general, fashion is essential as it reflects every culture in the world (Vorona, 2019; Meamber et al. 2017). It was a way of creating different social groups and affords differentiation according to status.

Again, the fashion industry is vital in both economic and social terms, in the short-run by providing revenues, and occupations for individuals and foreign currency receipts as well as in the long-run by providing countries with the opportunity for continued economic development with proper policies and institutions to improve the dynamic effects of clothing (Barrientos et al. 2011; Keane & te Velde, 2008). The potential of the textile and clothing industries to contribute to long-run growth and development will depend not only on the quality and effectiveness of government policies and institutions in developing countries but also on motivation and job satisfaction.

Granting traditionally the agricultural industry dominated the industrial sector of the country until the 1970s, from early 1980s the fashion industry emerged as an important economic sector and gradually is competition with the agriculture industry (Hu et al. 2019). In this study, attempts have been to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana and to discover what is lacking in the sector in terms of the performance enhancements of the industry. It is acknowledged widely

that workforces are the key success factors of the fashion industry. Since the fashion sector contributes immensely to the country's GDP, assess the levels of motivation and job satisfaction as well as enhancing the performance of that sector in terms of diminishing the discontent issues may drive the sector to perform better.

The improvement of performance for every organisation hinges on a variety of factors. Work motivation and job satisfaction are the most crucial factors affecting human performance in carrying out task activities such as garment manufacturing, and high-levels of motivation can be gained through increased job satisfaction (Kartono et al. 2020; Roche & Haar, 2019; Zhao et al. 2016). Motivation encourages and inspires individuals, especially employees, to do their best in achieving goals. Currently, there are numerous incentives which can also serve as individual and employee motivation factors such as remuneration and job security that are not the only motivating factors (Thakur et al. 2020).

Researchers in many varied fields such as psychologists, economists, and hygienist take into consideration the motivational factors related to job satisfaction (Breaugh et al. 2018; Alshmemri et al. 2017; Herzberg, 1971). Herzberg, in his two-factor theory (Alfayad & Arif, 2017; Stello, 2011) introduced two factors viz. Motivators and Hygiene, which result in job satisfaction at the workplace. According to Herzberg the presence of motivators brings about satisfaction, and positive attitudes and the absence of hygiene factors such as work conditions and personal life leads to dissatisfaction and negative attitudes (Alshmemri & Shahwan, 2017; Sanjeev et al., 2016).

Job enrichment, as a managerial activity and motivation techniques to improve performance and increase the work motivation and satisfaction, gives individuals and workforces increased responsibility and opportunities to feel a sense of achievement in their jobs (Schilling, 2019; Said et al. 2017; Choudhary, 2016). The theoretical basis for job enrichment rests on the work

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of Hackman et al. (1975), in which the Job Characteristics Model was proposed. According to the model, work motivation and satisfaction are related to job characteristics including skill variety, task identity, task significance, autonomy, and job-based feedback (Whittington et al. 2017; Hackman & Oldham, 1974).

The above five (5) core dimensions can be combined to form a single index as Motivating Potential Score (MPS) for a job (Allen, 2019; Hinton & Biderman, 1995). MPS can be used to assess the capacity of a job to motivate, so the high motivation potential level suggests the high the motivation and job satisfaction, and jobs with low MPS may be considered for redesign to increase motivation level (Sohrabi & Mahdavi, 2019; Rahman & Nurullah, 2014; Azadeh et al. 2013). Thus, job satisfaction performs a vital function in the success of any organisation and the positive participation of the employee in work. It is effective in performance, organisational liability, physical and mental health, learning new job skill, and motivation (Thakor et al. 2020).

Satisfied workers have high internal work motivation, high-quality work performance and fewer absences. Motivation and job satisfaction are, however, managerial issues, which take a great deal of time, energy and money in any organisation. Job rotation, promotion, job enrichment, and job characteristics redesign are some of the known approaches to increase motivation and job satisfaction among employees (Van Wyk et al. 2018; Matilu & K'Obonyo, 2018; Johnson & Kalio, 2018).

Ghana, a country tremendously rich in natural resources such as oil and gas, and numerous manufacturing industries, including the apparel sector, serve as a strategic and economic hub in Sub-Saharan Africa. However, there is a great deal of potential in the garment manufacturing sector. Even though the practice of garment manufacturing has a long history in Ghana, research into the levels of motivation and job satisfaction in the garment manufacturing sector

is scarce. The fashion design process, as well as garment manufacturing, can be studied from a variety of disciplinary perspectives (Williams, 2019; Lee & Danko, 2017).

This study expands knowledge of the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region. Some researchers refer to fashion as a hybrid subject because it brings together different conceptual frameworks and disciplinary approaches, including those from anthropology, art history, cultural studies, design studies, economics, history, literature, semiotics, sociology, visual culture and business studies (Skov & Melchior, 2008). The design of fashion and its construction has varied over time and place, influenced by cultural, historical, economical, technological as well as social factors (Santos et al. 2019; Azuma & Fernie, 2003).

Park & Yim (2013) compared architecture and fashion design practice and concluded that fashion design seems more imaginative, unpredictable and spontaneous than other areas of design such as architecture or industrial design. However, workforces in the garment manufacturing sector are influenced by various factors, including motivation and job satisfaction. The current study thus aims at assessing the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana.

1.2 Statement of the Problem

Businesses primarily compete on three key issues; quality, price and delivery (Trkman et al. 2010; Johnson et al. 2008). If they chose to compete in the market based on the product price, then the level of competition is evidently distinct; the low-cost provider wins. Conversely, businesses who decide on the low-cost approach can find themselves losing premium business to competitors while retaining the low-margin business in the long-term (Karim 2009). Hence,

for businesses to survive and develop in the future, it is critical that they provide high-quality products.

Again, irrespective of the fact that motivation and job satisfaction has become popular in the manufacturing sector, not all businesses have found it easy to efficaciously use and manage this package (Breaugh et al. 2018; Igalens & Roussel, 1999). While some businesses are unable to correlate their business context with the type of motivation and job satisfaction plans to be implemented, a few who do so are unable to sustain it (Steijn & van der Voet, 2019; Pang & Lu, 2018). There is, therefore, the need to ascertain whether motivation and job satisfaction are present in the garment manufacturing sector and if they are, to what extent and how is it being managed and how does it affect efficiency and productivity in the sector in the Upper East Region of Ghana.

It cannot be overemphasised that the garment industry employs millions of people around the globe, and profits are measured in billions of dollars (Thomas & Johny, 2018; Sonobe et al. 2018). Thus, the industry follows the increasingly sophisticated consumer desires, demands and fashion trends in the world. However, the garment sector exemplifies the challenges of global manufacturing including low wages, flexible or no contracts at all, poor working conditions among others (Chen et al. 2017; Taplin, 2014; RoyChowdhury, 2005). The informal garment workers, a huge workforce in most countries, are often invisible, especially those who work in their homes.

As the world becomes more globally oriented in economics, politics and business, it is crucial to assess the levels of motivation and job satisfaction in all categories of workers especially in garment production sector (Mair et al. 2019). In particular, the most vital competitive advantage in today's apparel sector is that of skilled human resources such as the production

as well as creative designers who serve as interpreters when designing garments (Chowdhury et al. 2019; Boudreau et al. 2018).

Motivation and job satisfaction of workers performs a crucial role in determining job performance (Idiegbeyan-Ose et al. 2019; Jung et al. 2019). Highly performing individuals will be able to assist businesses to realise their strategic aims. (Dessler, 2010). Most businesses are mindful of the role of motivation and job satisfaction for the improvement of job performance. Previous studies (Aznan et al. 2019; Alessandri et al. 2017; Ahmad et al. 2010; Iaffaldano & Muchinsky, 1985) had discovered a strong linkage between job satisfaction and job performance.

Moreover, these studies have established that motivated and satisfied workers display higher productivity than others. Accordingly, workers' motivation, as well as satisfaction, leads to delivering better-quality products for their customers which contributes to realising customer loyalty, as well as having a loyal base of satisfied customers within a competitive environment, increased revenues, decreased expenditure etc. (Al-Ali et al. 2019; Vrinda & Jacob, 2015; Riggle et al. 2009).

Thus, considering the extent of collapses of industries in Ghana, including the local garment industry and low patronage of locally produced goods, one wonders how goal number one of the Millennium Development Goals can be achieved. However, motivation and job satisfaction in the garment manufacturing sector plays a vital role in improving productivity, product quality and reduces manufacturing cost. Today, most garment manufacturing industries, including Ghana, are confronted with a grave problem. Workers do not stay in one fashion home for long. Reasons are attributed to the cost of living, which increases from time to time due to the global economic conditions and workers demand higher salaries (Rahman & Al Amin, 2016).

As a result of cost-cutting, fashion houses cannot afford higher wages which can demotivate and reduce job satisfaction which could lead to high labour turnover persistent vacancies, and low adaptation of modern technology leading to low labour productivity and performance (Perera et al. 2014) and creates worker dissatisfaction within the system. The current study thus is an attempt to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana, since the consequences of motivation and job satisfaction are significant in terms of efficiency, productivity, worker relations, absenteeism and turnover. Job satisfaction is the function of the perceived relationship between what one expects and acquires from one's job and how much importance or value they attribute to it.

1.3 Purpose of the study

The current study sought to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana.

1.4 Objectives of the Study

1. To identify factors that influence motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana.

2. To analyse motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana and how it can improve productivity and garment quality.

3. To determine the relationship between job satisfaction and motivation in the garment manufacturing sector.

4. To suggest factors for improving the motivation and satisfaction level of the workers in the garment manufacturing sector in the Upper East Region of Ghana.

1.5 Research Questions

1. What factors influence motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana?

2. How can motivation and job satisfaction improve productivity and garment quality in the garment manufacturing sector in the Upper East Region of Ghana?

3. What is the relationship between job satisfaction and motivation in the garment manufacturing sector?

4. What factors can improve the satisfaction level of workers in the garment manufacturing sector in the Upper East Region of Ghana?

1.6 Significance of the Study

This study represents a milestone in assessing the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana. For this study not to be an effort in futility, it has to be beneficial to several individuals and businesses among which are:

i. *Garment manufacturing businesses -* The findings will be beneficial to business owners, and managers, especially in the locality where this study is being conducted. This will enable them to appreciate the concept of motivation, job satisfaction and its effect on productivity and also give an insight to business owners on the importance of knowing their workforces and guaranteeing adequate motivation for them.

ii. *Other Institutions:* This study will also be relevant to other bodies and institutions in the nation as a whole because findings could be used in conducting further research in areas similar to this study.

iii. ***Government Agencies***: This study is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the nation in matters concerning organisational productivity by seeking ways to ensure that workers are adequately motivated in their various organisations thereby increasing overall productivity and performance levels. This study will also provide timely and useful information for assessing the future conditions of workers in the fashion industry as a whole as well as other areas.

1.7 Scope of the Study

The scope of this study is limited to selected garment manufacturing businesses in the Upper East Region of Ghana. This study examines the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana. The garment manufacturing sector in the Upper East Region was considered because research has not been conducted in this area until now.

1.8 Limitations of the Study

According to Hughes et al. (2019), limitations are conditions beyond the control of the researcher that may place restrictions on the conclusions of the study and their application to other situations. The study confined itself to only the garment manufacturing sector in the Upper East Region of Ghana due to financial constraints and time; however, it has been ideal to include all the garment manufacturing firms in the country. The study employed a descriptive-survey design whose limitation is that results can change over time. Hence, results may not be taken as a constant for the group surveyed as perceptions, actions or characteristics can change over time.

1.9 Delimitations of the Study

Delimitations of a research study, according to Theofanidis & Fountouki (2018) are useful in addressing how the study is narrowed in scope. The study was conducted only in the Upper East Region of Ghana due to easy accessibility and proximity.

1.10 Organization of the Study

The study is organised into five chapters. Chapter one consisted of the background of the study, statement of the study, the purpose of the study, objectives of the study, among others. Chapter two comprises the review of related literature. Chapter three describes the research methodology employed. These comprised the research design, target population, sample size, and sampling procedures, research instruments, and data collection procedures as well as data analysis techniques. Chapter four dealt with the analysis and interpretation of the findings of the study, and chapter five consists of the summary, conclusions, recommendations and suggestions for further research.
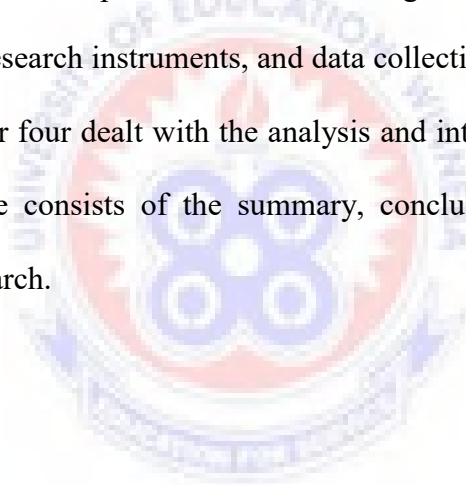
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter extensively reviews literature that is associated and significant to the focus of this study. The review covers the concepts, empirical and theoretical explanations required to facilitate complete scrutiny and comprehension of the research. It provides an insight into other writers' thoughts and opinions on the effects of motivation and job satisfaction on workers and how it affects their productivity levels in the garment manufacturing sector.

2.2 The Garment Manufacturing Sector

To appreciate garments, it is imperative to differentiate between fashion and clothing. Fashion is not a material object, but rather a socially and culturally invented phenomenon, one that cannot exist without material objects. Fashion is a fully institutionalized cultural and social belief system that is manifested through a variety of objects, such as clothing (Rocamora, 2015). Fashion is an intangible concept, though there exists a very complex and tangible system that supports it.

In this study, the fashion industry is used as an umbrella term to refer to supporting systems and the term fashion to refer to the belief system underlying it. Kuchta (2017) infer that the expression fashion-ology describes the investigation of fashion as a social and cultural phenomenon. Kalčić (2018) accentuates the significance of understanding the difference between how fashion and clothing are created and consumed. Fashion, according to Kang (2019), is a collective activity in its creation and distribution, and a designer plays a unique but important role in the creation of this symbolic, ambiguous product.

According to Fletcher (2014a), fashion can be a form of art. Like art, fashion is a social process and cannot be interpreted apart from its social context. While art is appreciated through observing and participating, fashion is appreciated, projected, and communicated through clothing and other material objects. Evidence of fashion being acknowledged as art can be seen in the emergence of exhibitions featuring garments of recognized fashion designers in major art museums (Fletcher, 2014b). An important characteristic of fashion is its evanescence. Fashion is a result of socially accepted visual and cultural standards that can rapidly change. This impermanence of fashion is supported by the fashion industry because ever-changing fashion trends generate profit, though this is also one of the reasons why fashion is at odds with sustainability (Fletcher, 2014a).

While fashion can sometimes be considered a form of art, the terms fast fashion and fad refer to the system of producing relatively inexpensive, fashionable outfits at an accelerated speed and volume to satisfy and encourage consumers' desire to appear fashionable. In other words, fast fashion is a term for fashionable apparel produced cheaply soon after the seasonal presentations of fashion collections; fad refers to a short-lived style represented by garments or other products that are desired by fashion-forward consumers but are not necessarily designed with a timeless appeal or practical use in mind (Gupta, 2018).

Today the clothing industry is one of the most important industries in global sectors of commerce with manufacturing and marketing activities scattered around the globe (Frederick et al. 2019; Poorthuis et al. 2019). The global garment industry continues to grow at a bouncing rate despite the current global economic decline. Rivalry is no longer moderate within the industry. In terms of trade, employment and revenue, the garment industry is of great importance to the economics of all over the world (Todeschini et al. 2017; Nayak & Padhye, 2015). The garment industry has wide product differentiation.

Equated to other consumer goods, garments remain largely a discretionary purchase (Hodges & Link, 2018; Gwilt & Rissanen, 2012; Connell, 2011). With robust growth in emerging markets, the weakness in the apparel market has shown vital recovery from the slowdown of 2008 and 2009. The garment industry has its own specific features. The industry has various sections; some outsourcing their products and services to other manufacturers for added value, whereas some catering directly to end customers.

However, the garment industry of highly or emerging economies are confronted with numerous predicaments and constant fall of production, loss of markets, workers not motivated, closing-up factories and moving production into countries with cheap labour. Developed countries were forced to intensify researches of automatic systems of technology processes, thus leading to progress in the field of automatization and robotics and inventing new intelligent sewing machines (Nayak & Padhye, 2018a). Consequently, it is necessary to pay attention to the motivation of workers for the garment industry and try to master technology production processes by applying the latest production techniques and technologies in order to adjust and survive in the market.

We are all observers to new forms of knowledge in garment industry owing to the general development of informatics technologies. Automatization of production processes is inevitable. Rapid change of fashion trends, new fabrics and more demanding customers impose the need for the incentive which must be adjusted to all changes in production parameters for various garments (Nayak & Padhye, 2018b). Manufacturers of garments today do their business in conditions of rapid dynamics of change and unstoppable trend of globalization, with many innovations and great competition.

The whole world is treated as a potential source of production, and at the same time as a unique market of garments with the following characteristics (Nayak & Padhye, 2018b):

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> *Consumers* – demands are getting bigger, and changes in customers' needs happen very quickly, thus strengthening their influence on business,

> *Competition* – it is getting stronger every day

> *New technologies* – a new technology, new machines and different cultures change potentials and needs,

> *Purchase* – manufacturers of apparels, are getting more dependent on the chain of supply due to continuous changes and matching the offer to the customers' needs, and also because of compulsory increasing of efficiency and decreasing of costs as the basis of competition

> *Market* – business ethics is a changeable category, and intentions and trends of competition are hard to follow.

Thus, the garment industry globally will not give any results unless it strives for necessary improvements that will lead to high productivity, cost reduction, capacity (labour)and planning. It implies applying new solutions in production, together with applying new informational systems, management techniques and modern design.

2.3 An Overview of Motivation and Job Satisfaction

There have been several attempts to define the exact connotation of motivation by researchers; however, there seems to be a range of perspectives on the subject. The term motive initially came from the Latin word (movere) that implies to move (Weiner, 2013; Heckhausen & Heckhausen, 2008; Islam & Ismail, 2008). Porter et al. (2003) defined motivation as what energises, directs, channels maintains and sustains an employee's actions and behaviours. Greenberg et al. (1993) defined motivation as the set of processes that arouse, direct and maintain human behaviour towards attaining some goals. Allen & Robbins (2010) defined

motivation as the 28 processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal.

Granting these characterizations vary, they demonstrate that motivation is a dynamic process that needs to be activated to achieve business objectives and satisfy workers' needs. There seems to be an agreement between investigators in organisational theory that motivation energises, directs and maintains behaviour within organisations. Motivation can act as a critical element of productivity and performance. According to (Stoyanov (2017), motivation can increase productivity by directing employees' energies towards the job.

Job satisfaction, on the other hand, has emerged as a complementary concept in organisational theory alongside motivation for better understanding of employees' commitment to their job and workplace. The Hawthorne studies that were conducted by Mayo (1924-1930) were the first attempts to develop job satisfaction concept (see Saari & Judge, 2004; Judge et al. 2001). This was a pioneering study in organisational theory linking the emotions of employees to their working behaviours. It paved the way for giving the much-needed emphasis on how social relationships and psychological factors influence job satisfaction and productivity of employees (Lin et al. 2014; Rafferty & Griffin, 2009).

An early definition of job satisfaction by Hoppock (1935) was any combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say, I am satisfied with my job. Locke et al. (1983) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Aziri (2011) defined job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. The discussion in the subsequent sections further explores these concepts of motivation and job satisfaction.

2.4 Conceptual Framework

2.4.1 Motivation

Kanfer et al. (2017) infer that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that cause, directs, and sustains an individual's behaviour in a specific way. According to Steers & Sánchez- Runde (2017), motivation is one of several elements that affect an organization's productivity and performance levels, respectively. Heckhausen & Heckhausen, (2018) defined motivation as a mental force that governs the direction of an individual's behaviour in an organization, an individual's level of effort, and an individual's level of determination when faced with obstacles. They note that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels.

Motivation is viewed as any impact that brings out, guides, or sustains a person's goal-directed behaviours. It refers to those set of forces that triggers certain behaviours and regulates its form, course, intensity and duration (Kuvaas et al. 2017). Breaugh et al. (2018) viewed motivation as the process of guiding an employee's actions towards a particular end via the manipulation of rewards. Deci et al. (2010) described motivation as the mental process giving behaviours the will-power, drive, and tendency to act in a certain way in order to attain specific unsatisfied needs. Motivation could also be defined concerning forces within employees that justifies the levels, directions, and resolution as regards efforts they expend in the workplace. To Pinder (2014) work motivation is self-induced forces that control the directions and behavioural patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals. Gagné & Deci (2005) infer that motivation is a term applied to the drive, yearnings, needs and wishes of a person.

From the above descriptions, it can be supposed that motivation as a whole, is more or less primarily concerned with those forces or elements that trigger specific human actions or behaviours. It can also be construed that creating a workplace environment in which satisfactory motivation is sustained has a positive influence on employee performance. This is because employee motivation is the core of any organization's behaviour, and a high level of motivation encourages employees to be highly productive and perform better at their jobs. However, creating such an environment still poses challenges to supervisors and business owners as a whole. This problem may be based on the fact that a business's productivity levels increase as the level of worker motivation increases.

2.4.2 Types of Motivation

Howard et al. (2016) indicated that motivation could either be intrinsic or extrinsic. In the workplace, as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic (Turner, 2017; Gerhart & Fang, 2015). Hennessey et al. (2015) also identified several classes of motivation, namely; extrinsic and intrinsic motivation. Intrinsic motivation can be referred to as motivation derived from within the individual or from the activity itself; it can be said to have a positive outcome on the conduct, performance and well-being of an individual (Singh, 2016; Bateman & Crant, 2003).

In the workplace, motivation springs from urges that are characteristic of the work itself. It is what workers derive because of their success in completing a task. Such intrinsically motivated rewards comprise the chance to showcase expertise and abilities, receive gratitude, sound recognition, freedom, responsibility and mutual respect (Locke & Schattke, 2018; Gerhart & Fang, 2015). A worker that is inherently inspired, according to Shea (2012) would be devoted to his job for as long as he believes the job can satisfy his wants. Intrinsically driven work conduct is behaviours performed for one's own sake; that is, the inspiration to work emanates

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from within the individual. Here the worker is motivated because he derives happiness in doing the job (Mitchell et al. 2018; Singh, 2016).

Conversely, extrinsically motivated behaviours are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for (Kuvaas et al. 2017; Hennessey et al. 2015). Extrinsic behaviours require workers to work hard or put in extra hours to get the reward that comes with it. Workers may not like the task but are inspired by the additional benefits, awards etc. It is a behaviour that is put up to obtain substantial or social rewards and to evade chastisement (Heyns & Kerr, 2018; Singh, 2016).

George & Jones (2012) infer that an extrinsically inspired individual will be dedicated for as long as external rewards are available. For instance, good salary has been supposed overtime to be an effective strategy business employ to motivate their workforce to perform thereby improving organizational performance (Al Mamun, & Hasan, 2017). Similarly, most employers have understood that for businesses to compete successfully, the performance of their employees is essential and crucial in influencing the result in terms of the success of the business. Hence, it can be assumed that the performance of personnel is not the only key to the progress, solidity and expansion of the business alone but also for personal development of the employees as a whole (Al-dalahmeh et al. 2018).

According to Makki & Abid (2017), a motivation that is regarded extrinsic stems from outside of the performer. Money can be regarded as the most significant instance; however, coercion and the fear of punishment are also common extrinsic motivations. In several businesses, competition is perceived as extrinsic as it inspires the performers to win and outsmart their competitors, rather than appreciate the intrinsic rewards associated with the activity (Kuvaas et al. 2917; Deci & Ryan, 2010). Nevertheless, it is also imperative to note that extrinsic

rewards may result in overjustification and a later a decrease in intrinsic motivation. The universal difference between intrinsic and extrinsic motivation is that whereas intrinsic motivation is triggered by internal forces or those within oneself, extrinsic motivation is determined by external forces (Karell & Widlund, 2019; Al Mamun & Hasan, 2017).

2.4.2 Extrinsic Motivational Factors

Extrinsic motivation, resulting from outside an individual or from things that are external to the work or activity itself, which positively influences behaviour, performance and productivity (Gong et al. 2017; Deci & Ryan 2010) as discussed below;

Work Environment

Most organizations limit the degree at which they improve the productivity levels of their workforce to skill acquisition. The kind of workplace or environs where a worker operates also affects the level at which such an organization may flourish. Ristic et al. (2017) indicated that approximately 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. A favourable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Shuck et al. 2018; Ahmed et al. 2010).

Businesses are susceptible to risks and uncertainties as such the capacity of an organization to react adequately to the challenges posed by present-day dynamic nature of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal. Sielicka et al. (2019) affirmed that the ability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Employees are likely to be more productive in a well-structured work

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environment. Furthermore, the quality of the comfort which varies in terms of the work environment also predicts the degree of contentment as well as the productivity level of workforces (Turner, 2017).

This is because the productivity levels of the personnel would not be optimal if the state of their work environments is not conducive. Better work environments augment a worker's productivity. Raziq & Maulabakhsh (2015), described an organization's work environment as an entirety. That is, it encompasses all forces, activities, including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate.

Nevertheless, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Elnaga, 2013). Sell & Cleal (2011) allude to several elements that constitute a toxic work environment, therefore, causing a decrease in productivity of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Jayaweera (2015) specified that the kind of conditions workers are subjected to physically in the workplace is significant to output. Managing and sustaining a work environment effectively demands, making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Raziq & Maulabakhsh 2015).

Compensation

Compensation denotes the volume of money and benefits that workers receive from their organization in return for his or her contributions to the organization (Ghazanfar et al. 2011). This practically satisfies material, social and psychological needs of the individual. Compensation or salary is connected to general satisfaction and more closely linked with pay satisfaction. Workers receive different kinds of benefits in the form of wages, salaries and pay Igalens & Roussel, 1999). Mostly individuals with proper education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity.

Thus, organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words, one can say that compensation motivates employee for better performance and higher productivity levels (Sarmad et al. 2016; Aamir et al. 2012). Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Ahmat et al. 2019).

Similarly, overtime is the payment over and above the regular salary and wage rates where the workers are paid extra for working additional hours (Sudiardhita et al. 2018; Ghazanfar et al. 2011). Furthermore, in order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Adeoye et al. 2016). According to Septiyana & Ade (2019), the cost of compensating workers that is in the form of payments, wages, and other benefits - is a large and increasing part of operational

expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put, employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may affect productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an instance, workers also appreciate being validated if they are to be productive in the workplace. They need to feel that their jobs are of value and contributes significantly to the success of the organization is essential to the workers (Joshi & Bisht, 2016). While adequately compensating them may help, validation does not necessarily have to be financial. This is because merely thanking them can also make an employee feel appreciated.

As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strive to be indispensable. They want to have a grip on every aspect of operations, which could also be favourable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision-making processes (Ekhsan et al. 2019; Bowen & Kensinger, 2017).

Training and Career Development

In the aspect of management, training and career development are the areas responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce

necessary for organizational growth and success (Trevisan et al. 2018; Atak et al. 2016). Feldman & Ng (2012) implied clearly that for a worker or group of workers to carry out their responsibilities effectively, there is a need to train and develop workers constantly.

This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing massive payoffs for their businesses evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm (Trevisan et al. 2018). The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself.

The emphasis is on taking precise actions, decisions, steps, as well as commitments that focus employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the business's formal relentless effort and commitment in constantly improving the performance level as well as contentment of its workforce through various means of skill acquisition and educational programs (Anthony & Weide, 2015; Bertolino et al. 2011). Presently, these efforts in most companies have assumed an extensive and diverse form of applications ranging from training associated with specific highly skilled jobs to long term career growth.

Today, training and career development have materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the achievement of an organization's vision, mission, goals and objectives. Furthermore, firms of different sizes have recognized the importance of training and have incorporated continuous learning and other features associated with training and career development as a way of supporting the progress of their workers and also as a means of securing highly skilled workers (Atak et al. 2016;

Feldman & Ng 2012). The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning.

Garofano & Salas (2005) inferred that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. Besides, training can facilitate the utilization of progressive technologies even in smaller businesses, thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment (Bertolino et al. 2011).

Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job. All of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Trevisan et al. 2018; Anthony & Weide, 2015). Besides, most employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Atak et al. 2016).

An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers (Mwanje, 2010). Workers can be motivated to increase their level of productivity when opportunities are

provided for career advancement, whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay (Armache, 2014).

Such benefits are considered to be practical since it gratifies the workers and lead to an increase in productivity and are probably not expensive when compared to a possible increase in pay (Anthony & Weide, 2015; Bertolino et al. 2011). Finally, via adequate training, workers can assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair, is more likely to result in job satisfaction (Hamidi et al., 2014; Altinoz et al., 2012; Lumley et al., 2011).

2.4.3 Intrinsic Motivational Factors

Employee Well-being

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards the delivery of goods and services (Slemp & Vella-Brodrick, 2014). Therefore, this has adversely affected the health, safety and general wellbeing of the workforce. Thus, the well-being of a workforce cannot be underestimated as workers also have similar needs, be it physical or emotional (Van den Bosch, & Taris, 2018). These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life.

Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and fiscal performance (Boyd et al. 2018; Kuvaas et al. 2017). As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that are aimed at promoting the well-being of their workforce.

Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Kuykendall et al. 2020). Finally, for health and well-being programs to be successful, an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviours, present and eventual monetary state of affairs as well as their experiences in the place of work (Jeno et al. 2019; Turner, 2017).

It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Snelgar et al. (2017) specified that proofs are showing that the health and wellbeing of an organization's labour force are inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers are also very much aware of the importance of wellbeing programs and are concerned with seeking out better ways to improve employee wellbeing through various health protection and promotion benefit programs (Singh, 2016; Hennessey et al. 2015).

Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their workforce for not taking sick leave by giving them additional pay (Gerhart & Fang, 2015). Locke & Schattke (2018), also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done to ensure that workers stay healthy and motivated, thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity.

Relationship with Co-workers

An employee's relationship with colleagues describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly (Shea, 2012). According to Slemp & Vella-Brodrick (2014), employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace, even when their jobs are very stressful. This means that a co-worker's support is essential in minimizing stress.

Mayo et al. (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although the relationship that exists among co-workers, as well as managers in relation to support, has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a powerful influence on his performance and productivity levels (Qian et al. 2015). A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity.

For instance, workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of specific jobs, which promotes unity (Mayo et al. 2012). Good relationships with co-workers are very effective in minimizing job stress and promoting harmony amongst the staff of an organization. This can be achieved through organized social functions aimed at promoting the bond between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et al. 2012).

Such relationships with co-workers create room for flexibility in work schedule, division of workload, among others. Co-worker interactions play a huge part in determining the conduct of workers as regards productivity levels on the job. When workers are pleased, it is generally because they are contented with their jobs. This is also reflected in the quality of their work. Workers who derive pleasure in working with fellow workers are motivated beyond personal factors and are often engaged with their jobs (Qian et al. 2015). Therefore, workers who relate well and enjoy working with their colleagues, mainly when engaged in teamwork are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say; they operate more effectively and efficiently with the success of the organization in mind (Qian et al. 2015).

Relationship with Managers

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors, i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a

certain level of power over them (Buble et al. 2014; Ahmed et al. 2010). Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Hence, businesses are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013; Aworemi et al. 2011).

Businesses and managers must cater for the needs of their workforce, and this can be achieved by ensuring that employees are involved in decision-making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Buble et al. 2014; Yurtseven & Halici, 2012). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce.

It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will, in turn, produce more quality work. Only via such decent relations as well as a keen sensitivity in management can a unified entity be built (Gong et al. 2017). Undoubtedly, in large institutions, staying connected with a considerable number of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses; however, that does not always give the workers an assurance that their organizations care for them as individuals; therefore the kind of relationships employees share with their managers really matters as having a committed and

dedicated workforce can be very vital to an organization as having a loyal customer base (Makki & Abid, 2017; Rai, 2013).

Additionally, it is appropriate for all organizations to have a proper and effective employee relationship management as this promotes personal employee interactions with fellow workers and their managers. Mutually respectable relations amongst staff has a positive effect on the success of the organization. Bajaj et al. (2013) indicated that good relationships with managers help in promoting commitment, high morale and confidence in the organization. It emphasizes performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instils a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers (Haile, 2019).

This, in turn, enables as well as encourage them to improve organizational productivity. Also, it reduces organizational conflict, promotes trust and understanding amongst workers. It is significant as it supports and fosters good manager-employee relations, it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst coworkers and mangers (Makki & Abid, 2017 Slemp et al. 2014). In present-day circumstances where the value of respect and trust is gradually diminishing, healthy relationships with managers or supervisors help in securing the highest possible form of mutual respect and understanding amongst staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress (Locke & Schattke, 2018).

It does not only inspire higher levels of performance on the part of the members of the workforce but also on the organizational productivity levels as a whole. Other recognized favourable effects in most organizations, according to Wargborn (2008) comprises: increased

productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively.

Workers ought to know what is required of them, not only in terms of their obligations and duties but also in standards of performance (Samwel, 2018).

Spector (2008), suggested that an employee's relationship with his manager is also a basis for satisfaction Employees value relationship with their managers as the most critical aspect of the relationship with management. When the relationship with managers are cordial, with the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee's productivity levels are likely to be higher (Lumley, et al. 2011). In conclusion, Good employee-manager relations contribute meaningfully to the progress of the organization and aids in creating a world-class organization. Failure to build such relationships in any organization will hurt members of the workforce which may lead to productivity gaps (Vineet et al. 2013).

2.5 Factors Affecting Motivation

Studies including (Gunapalan & Ekanayake, 2019; Mowla, 2019; Al Mamun & Hasan, 2017; Gupta & Subramanian, 2014; Parvin & Kabir, 2011) have proposed several factors that affect motivation. Some of these studies indicated that organizational commitment; salary and benefits; working environment and working condition are not significant predictors of job satisfaction. Nevertheless, motivation is a significant predictor of job satisfaction. Other factors include individual differences, job characteristics and organizational differences.

> ➤ *Individual Differences* are specific needs, beliefs, behaviours, interests and expertise that workers bring to the job. This is because workers are naturally different as such what may appeal to one worker may not appeal to another. While some workers may

be driven by financial benefits (pay) as such pursue jobs with tremendous financial benefits, other workers may pursue jobs that give them safety rather than more money (Diamantidis & Chatzoglou, 2019; Calk & Patrick, 2017).

➢ *Job Characteristics* describes the kind of task a worker is supposed to perform. It involves the limit, content and challenges associated with the task like the required skills to perform the task, the importance of the job and the kind of response that workers as regards the tasks they accomplish (Steijn & van der Voet, 2019). For example, workers who see no worth in the job they do may find it degrading as opposed to those who get pleasure from carrying out their job. Such workers tend to be motivated and more productive than workers who do not (Zhao et al. 2018).

➢ *Organizational Practices* are the guidelines and principles known as code of conducts, management practices, HRM procedures and reward systems organizations use to guide the behaviour of worker both inside and outside the firm. This means that how organizations choose to handle their workers play a huge role in the way workers see the organization which affects their commitment levels. Establishments that provide the right policies and reward systems its workers find appealing has a high chance of improving workers productivity levels thereby enhancing the performance of the firm (Diamantidis & Chatzoglou, 2019; Al Mamun & Hasan, 2017).

2.6 Dilemma faced in motivating Employees

Administrators are conscious of the fact that their job entails achieving organizational objectives through the aid of their workforce. Therefore, they must ensure that members of the workforce are and stay adequately motivated if they are to achieve higher levels of productivity (Sutherland & Naidoo, 2016). Regrettably, most organizations and their management are often faced with the task of figuring out the right kind of rewards and suitable programs that would

aid in keeping their workers motivated. This problem stems from common misconceptions surrounding the concept of motivation and the fulfilment of workers. It has been noted that most managers may not be great judges of employee motivation as they believe they are. People generally appear to consistently misjudge those elements driving employee motivation (Bizzi, 2017). A few of these misconceptions have been outlined and discoursed below.

One-size-fits all reward and recognition: Many businesses utilize this concept as a means of recognizing, rewarding and inspiring members of their workforce. However, the challenges associated with this type of program is that it fails to recognize those differences that are peculiar to members of the workforce. It is imperative to understand that employees may differ in terms of motives which may cause them to behave in diverse ways as they are motivated by different things (Ali & Ahmed, 2009). Similarly, a worker's cultural values, level of education, religious background, and even sexual orientations may affect what motivates them. It is therefore crucial that an organization tailor rewards and recognition in a manner that creates room to understand workers and their distinctive qualities (Close & Martins, 2020).

Money is the ultimate Motivator: The notion that money is the most important or only motivating factor was initially suggested by (William, 2010). This misconception has misled managers in the sense that some of them either view money as the sole motivator of workers or tend to have a preference for financial rewards. Also, it should be noted that financial rewards can inspire workers to a specific limit; this is because when compensation is either low or considered unfair, it is demoralizing to workers. When it is high, it can also be seen as a de-motivator resulting in individual performance and levels of productivity being altered in a bid

to sustain high levels of compensation (Ford, 2019). Thus, once monetary rewards can be predicted by workers, it becomes a right instead of a motivator.

Not everyone can be motivated: Managers with this point of view tend to disregard the idea of motivation in general. The fact is that every worker is motivated by one thing or the other, the challenge for managers is that whatever it is may not be job-related that is in line with what the work entails (De Vito et al. 2018). Consequently, the task of a manager is to ascertain those specific motivational elements that appeal to the workforce and seek ways of channelling them towards work associated behaviours.

All motivation is either extrinsic or intrinsic: Some managers believe that motivation is either extrinsic or intrinsic and therefore concentrate on only one of them while disregarding the other. In most organizations, managers, as well as members of the workforce, appear to have a preference for extrinsic rewards however it is crucial for managers to recollect that naturally, various elements motivate workers and not necessarily one kind of extrinsic or intrinsic reward (Kuvaas et al. 2017). Thus, it is essential that managers try as much as possible to deliver a mix of both types of reward to attain practical motivational tools and packages for the workforce. Setting aside the common misconceptions frequently affecting adequate motivational practices, packages and programs, (Dindar, 2018) also stated that managers are confronted with the predicament of figuring out those factors that actually motivate workers. Dindar, (2018) also stated that the absence of a suitable means of recognizing those elements are even more complicated as managers lack understanding in effecting excellent motivational programs aimed at increasing productivity and creating the right work environment. Dindar, (2018) cautioned that managers should refrain from assuming that workers feel appreciated simply

because they remain productive, or the idea that whatever appeals to them in terms of recognition and reward, will also appeal to others.

2.7 Employee Productivity

Bhatti & Qureshi (2007) infer that the performance of workers contributes directly to an organization's level of effectiveness, efficiency and even towards the achievement of organizational goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency, thus affecting employee's productivity levels concerning expected goals and objectives. According to Zhang & Liao (2018), a worker's level of productivity is reliant on the extent at which workers believe that specific motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires cannot be met or gratified.

Gubler et al. (2018) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The higher the level of organizational productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratios do not automatically mean that more output is manufactured; it could also mean that fewer workers or less financial resources and time were utilized in producing a similar output. Kale et al. (2019) noted that productivity might be denoted in the form of quality, quantity, time and cost. Kale et al. (2019) also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem complicated, it is, however, very significant since it directly affects organizational profitability.

Kianto et al. (2017) specified that none of the resources utilized for production in the workplace is so thoroughly examined as human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Ahmed et al. (2010) clearly indicated that the importance of motivational factors could not be underestimated by an organization in increasing the productivity levels of a workforce, especially when trying to gain a competitive advantage. He also stated that productivity might be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

2.7.1 Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished, and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program can accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels meet the set goals and objectives of the organization (Mackay et al. 2017). Thus, an employee is said to be effective when he/she can achieve desired results in line with organizational goals and objectives.

2.7.2 Efficiency

Efficiency conversely is the productivity of estimated effects; explicitly, productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision-making entity be it individual, corporate,

administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions. Such an entity is assumed to be efficient. Nevertheless, if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Zide et al. 2017).

2.8 The Relationship between Motivation and Productivity

Studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention to the aspect of management; however, it has been basically disregarded by most establishments. This may be since the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Oso & Adebayo, 2019). Commonly, most establishments through the use of incentives seek out ways to motivate their workforce. These incentives could be in the form of excellent working conditions, work environment and compensation, amongst others. Incentives are regarded as variable payments (monetary and nonmonetary) made to workers or a team of workers based on the quantity of output or results attained (Saad & Elballa, 2019).

Alternatively, it can be regarded as payments made to stimulate workers' performance and productivity levels towards achieving more significant objectives. Incentives can also be described as any compensation except basic wages or salaries that varies based on the capacity of the workforce to attain specific standards, such as predetermined procedures and stated organizational goals and objectives (Chakrabarti & Chatterjea, 2017). Hence, one can conclude that there is a link between motivation and productivity; this is because a lack of motivation leads to a decrease in productivity and vice versa.

In terms of productivity, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally, organizational performance is mostly dependent on the level of productivity of the workers and various departments that make up the organization. Consequently, it is imperative that organizations fairly reward their workforce based on relative productivity and performance levels ((Oso & Adebayo, 2019). For workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole.

2.9 Job Satisfaction

Organizational researchers have long considered job satisfaction and motivation in the workplace. Since job satisfaction is complex, researchers have continued inquiring regarding the antecedents and effects of job satisfaction on work outcomes including organizational commitment, turnover intention, organizational citizenship behaviour, and firm performance (Jain & Kaur, 2014; Bhatti & Qureshi, 2007). Recognizing correlates of job satisfaction is vital to corporate leaders who are seeking to improve organizational productivity. When business leaders understand the meaning of job satisfaction, job satisfaction and productivity may increase.

Job satisfaction described as a pleasurable emotional state resulting from an individual's evaluation of job rewards (Steijn & van der Voet, 2019; Bhatti & Qureshi, 2007). From a need's perspective, job satisfaction implies the needs employees aim to satisfy through their jobs (Mowla, 2019). Parvin, & Kabir, (2011) defined job satisfaction as employees' positive attitude toward their jobs resulting from their obligations toward rewards provided by their organizations in social exchange. A positive assessment of job rewards may lead to an

employee feeling satisfied and confident of meeting individual and organizational needs. The level of job satisfaction can potentially explain many layers of organizational work outcomes, including turnover intention (Azadeh et al. 2013).

According to Jex (2002), as an attitude, job satisfaction comprises three components viz.: an affective component, which is a feeling (pleasurable or uncomfortable) evoked by the organization; a cognitive component, which is an individual's believes, perceptions and expectations regarding a job or organization and a behavioural component which indicates behavioural intentions towards a job. Thus, job satisfaction could be summarised as an evaluative component which is an individual's *overall response* towards the employing organization.

2.10 Intrinsic and Extrinsic Satisfaction

García et al. (2019) infer that there are various elements related to the job and the intrinsic aspects of the job itself. Job satisfaction is complex by nature, and these facets can be classified into two dimensions: Intrinsic satisfaction and Extrinsic satisfaction. Intrinsic satisfaction is more related to the content of one's job, such as autonomy, a variety of skills, supervision, the degree of responsibility, etc., as intrinsic sources of satisfaction comprise the qualitative attributes of a job (Bektaş, 2017). Extrinsic satisfaction, on the other hand, is associated with one's work environment (working conditions) such as bonuses, tangible rewards, promotion opportunities, safety and working hours (Bektaş, 2017). Extrinsic satisfaction is contingent on more tangible factors such as compensation or working conditions but affects an employee's internal motivation (Riasat et al. 2016).

2.10.1 Intrinsic Satisfaction Factors

Researchers have examined the predictive power of intrinsic rewards on job satisfaction. Ozutku (2012), for instance, studied 217 HR managers in the Turkish manufacturing industry to determine whether intrinsic rewards lead to job satisfaction. The multivariate analysis revealed a significant association between intrinsic rewards and job satisfaction. Cho & Perry (2012) reached comparable conclusions and underscored the essentials of intrinsic motivation to employee satisfaction, turnover intention, and firm performance. These conclusions imply that current employees are desirous of internal satisfaction. In contrast, employees seem to respond to both the intrinsic and extrinsic reward factors in developing countries such as Ghana.

Ogunnaike et al. (2014) studied whether intrinsic and extrinsic motivation relates to job satisfaction of sales representatives in service companies in Nigeria. Using a sample of 138 respondents and regression analysis, Ogunaike et al. (2014) discovered that both intrinsic and extrinsic motivation enhance sales representatives' job satisfaction. Granting, the industry analyzed in these studies differs from the area examined in this current study, the discoveries of these studies point to the efficacy of intrinsic rewards on employees' wellbeing.

➤ *Responsibility for own work*: Responsibility connotes employees' desire to be accountable for their own work and to participate in the associated decision-making process. Being proactive could reflect employees' level of motivation on the job. When leaders encourage employees to participate in decision-making, employees may become more active, motivated, and satisfied. Participating in decision-making also increases employee's involvement, enriches workplace experiences, and increases employees' ability to take responsibility for their own work. Information sharing can also increase employees' workplace experience with a profound effect on job

satisfaction. However, the consequences of responsibility for their own work from the prism of participatory decision-making is not utterly straightforward (Goetz et al. 2012; Cho & Perry, 2012).

- ➢ *The work content:* Work content, a measure of the level of autonomy, creativity, and tasks, can significantly predict job satisfaction. Greater freedom at work can mitigate the adverse effects of work pressure on job satisfaction (Lopes et al. 2014). As employees take greater control of their jobs, they embed themselves on the work and accomplish more tasks than they would have with less autonomy on the job. Bysted & Jespersen (2014) specified that job autonomy enhances innovative work behaviour and internal environment for innovation. The practical implication is that leaders must enrich work to create an ambience for novelty and fulfilment on the work. Job design is an integral part of motivation because intrinsic rewards emerge from doing the job rather than for contingent rewards (Reiss, 2012). When leaders enrich jobs, they increase employees' sense of responsibility, offer an opportunity for achievement, and increase workers' satisfaction.

- ➢ *Recognition for achievement:* Theoretically, employees who receive recognition for achievements are likely to have higher job satisfaction than those who do not. In contrast, empirical evidence indicated mixed results. Although recognition for achievement can arouse feelings of accomplishment, empirical results remain uncertain. Empirical studies in India and Pakistan indicated a different relationship between recognition for achievement and job satisfaction.

2.10.2 Extrinsic Satisfaction Factors

Extrinsic rewards may not necessarily lead to job satisfaction because such rewards are distinct from the job content. However, the absence of extrinsic rewards can lead to job dissatisfaction

(Frye, 2012). Such a rigid erection of individual motivation, which undermines within- and between-person variations, has been the subject of an ongoing academic debate. Reiss (2013) rejected such an inert construction of individual motivation contending that any view of extrinsic reward factors as devoid of motivational content is theoretically indefensible.

Reiss' conclusion has empirical support. Frye (2012) examined the extent to which extrinsic, intrinsic, and general motivational factors related to job satisfaction of hotel managers. The result indicated strong support for extrinsic reward factors. Hygiene factors were significant predictors of job satisfaction, and the managerial implications are twofold: employee motives have become complex and satisfying them requires a multidimensional approach.

> *Working conditions:* Researchers have examined the effect of working condition on employees' job satisfaction from different viewpoints. One of the perspectives discussed in the literature is work schedule. Some researchers have argued for the adoption of flexible work schedule for improving work-life balance and promoting employees' rights (McGrath, 2012). The level of stress in a work schedule determines the quality of work-life and the degree of happiness or displeasure an employee experiences in a workplace (Gupta & Subramanian, 2014). Flexible work schedules can potentially mitigate stress and enhance job satisfaction. Stress has the potential to affect employees' physical and mental wellbeing. Substantial changes in the labour market occasioned by increasing competition for placement and rising demand for worker performance are affecting employees' mental health condition.

> *Relationship with a supervisor:* Closely linked to the work environment is the effect of the employee-supervisor relationship on job satisfaction (Babalola, 2016). Landry & Vandenberghe (2012) drew on social exchange theory and hierarchical linear modelling to examine the influence of supervisor-employee relational commitments on employee job performance. The result indicated the supervisor and positive employee

commitment correlated positively. Supervisor emotional intelligence can have a similar effect on employee motivation. Stringer (2006) found that supervisor leadership styles positively influence employees' satisfaction. Leaders who encourage positive leadership style may enhance job satisfaction than leaders who do not. Business leaders can motivate and empower employees by improving supervisory and organizational support. Supervisors may motivate their staff through constructive feedback.

➢ *Relationship with coworkers:* Employees who maintain good relationships with their coworkers are more likely to have higher levels of work satisfaction than employees who do not (Qian et al. 2015). Liu et al. (2012) found that individual job satisfaction and unit-level job satisfaction were significant predictors of turnover intention. The implication is over time, the mood of business units could affect the level of employee's job satisfaction and intentions to leave. As such, coworker relationships are fundamental to accomplishing group-level tasks. Findings of other studies have supported the link between task-oriented relation with coworkers and job satisfaction. Thus, good working relationships with colleagues can engender a healthy working environment that enhances personal satisfaction.

➢ *Compensation*: Some researchers have examined the effect of pay on job satisfaction and found conflicting results. Morgan et al. (2013) found that both intrinsic and extrinsic job characteristics correlated with job satisfaction, with pay particularly significant. These findings underscore the growing influence of financial rewards on job satisfaction across different countries. Bryson et al. (2012) discovered that higher wages associated with higher job satisfaction and higher job anxiety than lower wages. These findings are rather baffling because one would expect less anxiety if higher wages lead to job satisfaction. Employees could experience low job satisfaction after a certain level of salary increases, considering that job satisfaction can have a curvilinear

and bell-shaped relationship with salary (Dale-Olsen, 2016). A possible explanation is that employees may want to reciprocate employers' decision to pay higher wages, and by so doing, create internal pressure and worries. Internal pressure can lead to employee dissatisfaction.

> *Job security*. Reviewing the literature on job insecurity is a good starting point for evaluating how job security influences employees' satisfaction. In this study, the focus is on perceived job insecurity, which is an individual's evaluation of the likelihood of losing one's job shortly as opposed to the actual level of layoffs and dismissals (Yoshifumi et al. 2017; Ellonen & Natti, 2015; Jandaghi et al. 2011). Job insecurity is an inescapable stressor that has far-reaching consequences for the employees' wellbeing. A feeling of potential involuntary discontinuation of one's job in the immediate or near future can be damaging to employees' confidence and commitment over time. However, the possibility of finding an equal or better job, and the availability of income security such as unemployment insurance could reduce the negative effect of job insecurity on job satisfaction. One would expect that the feeling of job insecurity would trigger more dissatisfaction among permanent employees than among nonpermanent employees. Furthermore, employees from developing countries where unemployment insurance exists may worry less about job insecurity, unlike their counterparts from developing countries (Yoshifumi et al. 2017; Ellonen & Natti, 2015; Jandaghi et al. 2011). In practice, business leaders should consider the level of social security, and the influence social security has on employees' perception of job insecurity in host countries when formulating reward policies.

2.11 Factors Affecting Job Satisfaction

Hitherto, several approaches developed for the determination of the employee job satisfaction and many studies were conducted about factors that affect employee job satisfaction in the literature. Therefore, relevant background information is obtained about the related and effecting factors of job satisfaction. Some researchers examined the determinants of job satisfaction (Tutuncu & Kozak, 2007). Locke (1976) defined the fundamental dimensions of job satisfaction as the job itself, payment, promotion, working conditions, benefits of the work, fellow workers, personal values, employee relationship.

Vroom (1962) pointed out that job satisfaction has seven aspects, namely compensation, supervisor, colleagues, working environment, job content, promotion, and the organization itself. Şirin (2009) indicate the factors affecting job satisfaction includes a feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, well-coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress

All these studies support the impression that employee satisfaction has many aspects and influenced by various factors. According to other studies in the literature, factors that affect job satisfaction consist of salary, benefits, the nature of work, pressure, career development, education and training, job nature, management style, safety, job security, appreciation, training, workload, pay, promotional opportunities, organizational support of career, rewards, meeting, the overall working environment, department environment, physical conditions, equity, task variety, intergroup conflict, perceived organizational support, organizational commitment, a delegation of power, communication, organizational integration, role ambiguity, communication with management, style of management, communication between

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colleagues and other groups, teamwork and cooperation (Aloisio et al. 2019; Hong et al. 2013; Marzuki et al. 2012; Giacometti, 2005).

Others are personal development, the content of work, variety of task, responsibility, working hours, timings, recognition of superiors, job characteristics, job clarity, role conflict, advancement opportunities, company culture, safety at work, work content, good relationships with coworkers, technology, the atmosphere at work, workload, feelings of accomplishment, performance, advancement opportunities, work exhaustion, turnover, absenteeism, performance evaluation systems, compensation, company's image and corporate culture among others (Pandey et al. 2019; Arokiasamy & Park, 2018)

The factors are divided into two main groups as the determinant factors of job satisfaction: environmental factors and personal factors (Spector 1997). Environmental factors consist of working conditions, personal development opportunities, rewards, supervision, co-workers and communication, whereas personal factors include demographic variables, which are gender, educational level, and seniority (Spector, 1997).

2.12 Theoretical Framework

Several theories on the concept of motivation and job satisfaction have been conceptualized. This section discusses some of these theories.

2.12.1 Maslow's Hierarchy of Human Needs Theory

In the book titled Motivation and Personality, Maslow (1954) postulated the Hierarchy of Needs theory. Maslow stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem

as well as self-actualization needs. Maslow was of the view that an individual is primarily motivated to fulfil physiological needs first before considering others. This is because physiological needs, otherwise known as basic needs, are essential for an individual's survival.

Thus, once these basic needs are fulfilled, they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfil safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

Jennifer & George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They indicated that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy. They were of the notion that needs at the lowest-level should be satisfied before higher needs can be satisfied.

 This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfilment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfilment of those at the higher end (Maslow, 1954).

This theory suggested that for an individual to behave unselfishly, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization. In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs could not be fully satisfied, citing that needs that are

more or less achieved stops to be a motivator. Therefore, businesses in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Gomes, 2011; McLeod, 2007).

This theory presents businesses, particularly in the area of management, and understanding of those elements that arouse or affect a worker's behaviour and work performance levels within a company. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behaviour (Kaur, 2013). Consequently, in order to adequately motivate employees at their place of work, businesses are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top-level motivators such as esteem and self-fulfilment. The diagram below illustrates the hierarchy of needs;

Fig. 2.1 Maslow's Hierarchy-of-Need Model Source: Maslow (1954)

➢ *Physiological needs*: represents those needs at the lower end of the pyramid, which is also referred to as basic human needs. They involve the necessity to ensure the satisfaction of the basic natural drives like food, air, water and shelter. Maslow is of the notion that organizations must provide workers with salaries or payments that assists them in meeting expenses associated with suitable living standards. Administrators can aid in satisfying these needs by ensuring that workers pay are enough to assist them in catering for their needs sufficiently.

➢ *Safety needs*: this is the need for security constituting the need for safety, freedom from any form of injury, be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favourable work settings without any prospective fears or injuries. Businesses try to gratify such desires by providing their workforce with safety kits like helmets, health and well-being initiatives, safety equipment, safety wears and boots etc. The logic is to make sure workers are inspired to perform well and discharge their duties successfully devoid of tension or injury in a setting they assume to be secure. Executives can aid in catering for these needs by providing adequate job security, health aids and safer work surroundings.

➢ *Belongingness needs*: describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are moved to perform well in their jobs when there is a feeling of acceptance. By stimulating interactive relations among workers, organizing collective gatherings like holiday get-togethers' management can aid in satisfying those needs.

➢ *Esteem needs*: focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When

workers are elevated and recognized in their numerous work achievements, these kinds of needs are fulfilled. Maslow stated that this type of needs are triggered after belongingness needs are gratified. Workers, for example, are moved to perform well if they are given awards for notable attainments in their jobs.

➤ **Self-actualization needs** is a worker's desire to attain self-satisfaction and individual growth. Workers desire to evolve and make the most of their potentials. The idea is for workers to be driven to put in their best performances for the organization as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualized workers represent prized resources to an organization and management can aid in satisfying this need by providing prospects for workers to utilize their skill set and talents to the maximum.

The needs mentioned above comprise Maslow's hierarchy of needs from the lower levels to higher levels. Maslow noted that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers performance have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.
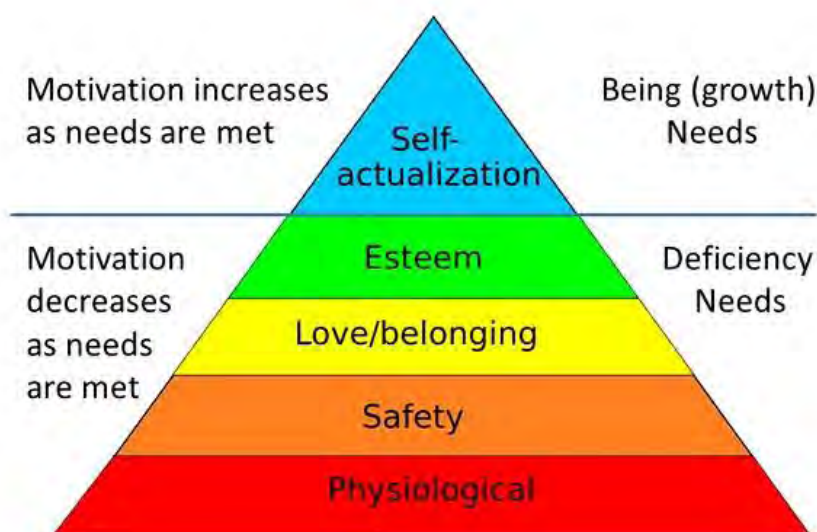
Fig. 2.2 A theory of human motivation Source: Maslow (1943).

This five-stage model can be alienated into deficiency needs and growth needs. The initial four levels are often referred to as deficiency needs (D-needs), and the top-level is acknowledged as growth or being needs (B-needs). Deficiency needs arise as a result of lack and are said to motivate people when they are unmet. Also, the motivation to fulfil such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food, the hungrier they will become.

Maslow (1943) initially noted that people must satisfy their lower level deficit needs before progressing on to meet higher level growth needs. However, he later clarified that satisfaction of a needs is not an "all-or-none" phenomenon, admitting that his earlier statements may have given a false impression that a need must be satisfied 100% before the next need emerges. When a deficit need has been more or less satisfied, it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged.

Growth needs do not stem from a lack of something, but rather from a desire to grow as a person. Once these growth needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization. Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by a failure to meet lower-level needs. Life experiences, including divorce and loss of a job, may cause an individual to fluctuate between levels of the hierarchy. Therefore, not everyone will move through the hierarchy in a uni-directional manner but may move back and forth between the different types of needs.

2.12.2 Relevance of the theory

Maslow's theory, although one of the earliest propounded theory of motivation, is still very much relevant and applicable in present-day organizational settings. Notwithstanding its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects it may have on an individual's performance or productivity levels in an organization. Hence, it is vital that administrators try to understand those needs affecting members of its workforce and provide adequate motivation tailored to suit or gratify those needs. In order to achieve high productivity levels from members of the workforce, the organization must consider employees the backbone of the organization as such an asset to the organization. Consequently, to ensure that workers remain highly productive and, in a bid, to achieve continuous growth, stability and success of the organization, Maslow's theory postulate that the needs of the workforce must first be given due consideration.

2.12.3 Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two entirely distinct sets of factors determine employee behaviour in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2008).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in

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evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfilment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Dartey-Baah & Amoako, 2011).

These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction. Hence, it is imperative that businesses make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more essential to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgement and responsibility, chances for advancement and growth, recognition for achievement (Hur, 2018; Lundberg et al. 2009).

Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied. This theory, consequently, admonishes that businesses must avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Herzberg (1987) then theorized that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for performance, ensuring a fit between employees' competencies and tasks, ensuring learning and development opportunities.

The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development opportunities, challenging tasks, rewards and recognition for performance, advancement and growth opportunities, ensuring a fit between employee competencies and tasks are essential to

higher productivity levels from employees. Consequently, examining the relationship between motivation and productivity also anchors on this theory. The diagram below illustrates Herzberg's two-factor theory.
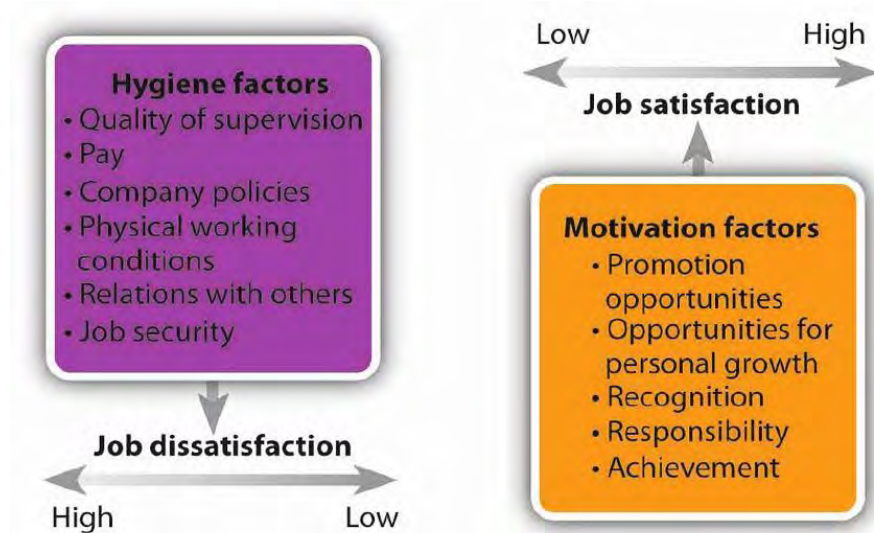
Fig. 2.3 Herzberg Two Factor Theory Source: (Herzberg, 1974)

Hygiene Factors: Herzberg specified that the lack of certain elements capable of causing dissatisfaction amongst members of a workforce is referred to as hygiene elements. These elements focus mainly on the characteristics of the job as well as other external concerns. The presence of these elements may not guarantee employee motivation; however, a lack of it might result in dissatisfaction. These elements include Salaries; Operational Conditions; Job Security; Level and quality of supervision; Business policies and managerial processes and Personal relations at work.

Motivation Factors: These factors refer to elements capable of provoking workers to improve their work-related performance. Herzberg (1974), characterized these elements as intrinsic stating that they are primarily concerned with the job design, and how it is integrated into achieving set goals. He asserted that businesses aiming to attain enhanced performance levels

must consider the inclusion of several factors in the job setting. This, in turn, allows for the development of inherent motivation within workers. These elements include Interest in the work; Recognition; Growth/development and Achievement

Motivators result from an internal disposition within workers. Herzberg (1974), noted that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Similarly, the presence of those elements does not necessarily affect motivation but leads to satisfaction among workers. Higher levels of motivation will undoubtedly boost the morale of workers, while lower levels of motivation will significantly decrease the general level of motivation. This will, however, not cause total discontentment but instead a sense of non-fulfilment.

2.12.2.1 Relevance of the theory

Regardless of criticisms levied at the Two-Factor theory, it remains imperative to organizations. It implies that businesses and their organizations must always guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, businesses must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work-related performance levels.

This theory emphasizes job-enrichment to encourage workers to be highly productive. In conclusion, to ensure that employees are highly productive, businesses must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve work-quality and productivity levels of both the employees and the organization as a whole.

2.12.4 Vroom's Expectancy Theory

The expectancy theory is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers, including their attitude and behaviours towards the job (Parijat & Bagga, 2014). This theory focuses explicitly on the personal evaluations of a workforce and their workplace. It assesses the activities of workers based on their hopes and aspirations (Purvis et al. 2015). The theory identifies two major concerns.

The first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are confident that the end result or outcome will realize a specific level of performance (Wright, 2016; Heneman & Schwab, 1972). This means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost. The other concern is that workers would only be encouraged to perform at a particular level if their performance at this level would bring about preferred outcomes.

The path-goal theory is linked to the assumptions of the expectancy theory averring that workers tend to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that workers will only be willing to put their energy to work if the outcome of both concerns is positive (Yeheyis et al. 2016). This connotes that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is mostly dependent on how positively inclined they view the outcome (Vroom, 1964; Vroom et al. 2005). The theory outlines three key elements that determine a worker's level of motivation: valence, instrumentality, and expectancy (Vroom, 2005). The diagram below illustrates the theory.
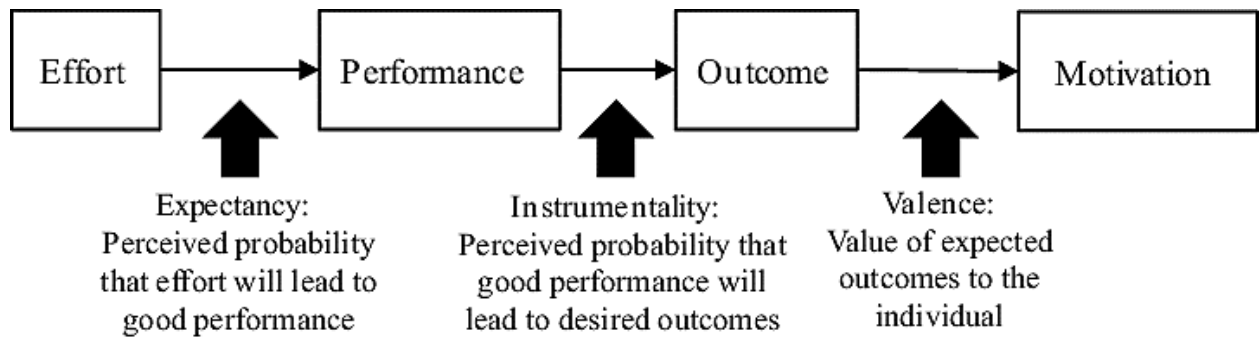
Fig. 2.4 Vroom's Expectancy Theory Source: Vroom, (1964)

From the figure, valence has to do with the worth that specific outcomes have to members of a workforce, and the need to achieve it (Purvis et al. 2015; Van Eerde & Thierry, 1996). They also claimed that outcomes are positively valent to a workforce if members of the workforce prefer achieving that outcome than not, as such workers prefer to evade negatively valent outcomes. (Vroom, 1964) described valence as a function of the desires, principles, goals, and sources of inspiration guiding workers. (Purvis et al. 2015) defined it as the level of individual attractions of the kind of benefits that accompany the attainment of set organizational objectives.

The logic here is that valence does not imply the actual fulfilment of outcomes, but rather the estimated fulfilment of futuristic outcomes, acting as motivators towards prospective actions in expectancy theory. As such it can be positively or negatively inclined in terms of outcomes, and may possibly vary in degrees and sizes (Wright, 2016). The degree of valence refers to how attractive or unattractive an outcome is to a worker. Furthermore, as described in the need theory, workers have a preference hence they tend to consider valent outcomes that gratify their needs (Parijat & Bagga, 2014).

Besides, the theory recommends that outcomes should be related to desired workplace behaviours, work performance and productivity (Parijat & Bagga, 2014; Vroom, 2005). This concerning instrumentality, which is the second element associated with the theory, refers to the worker's beliefs and confidence that first level outcomes will lead to second level outcomes

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(Vroom, 1964). It can be defined as the perception of workers as regards the likelihood of performing effectively if they commit their energy, skills, and time creatively and innovatively in discharging their duties (Purvis et al. 2015).

Instrumentality is also directed towards achieving higher-order outcomes and describes the extent at which primary level outcomes precede anticipated secondary level outcomes (Wright, 2016). This is to say that workers will place high valence on performance at higher levels when they believe that such a level of performance is instrumental in gaining other gratifying outcomes like additional pay. Likewise, they will also place a high valence if performance at higher levels is instrumental in preventing outcomes that they want to prevent (Yeheyis et al. 2016). Like valence, instrumentality may be positively or negatively inclined, and can also differ in size and magnitude (Purvis et al. 2015).

Furthermore, Instrumentality will probably be low if workers perceive that valued rewards accompany all levels of performance (Lee, 2019). High Instrumentality that is where workers believe that with specific levels of performance expected outcomes will be achieved are very effective in motivating workers. At times, regardless of what workers perceive that extremely valent outcomes will result mainly from work performance, workers may still not be inspired to perform at higher levels.

Expectancy is the momentary belief regarding the possibility that a specific action will be accompanied by a specific outcome (Chiang & Jang, 2008). This belief is generally embedded in a particular worker's previous experiences, self-worth, and how challenging the performance standard or objective is perceived to be. Expectancy provides an in-depth understanding of why morale can be low even when instrumentality and valence is high, hence it is the perception that actions, or individual efforts, may lead to expected outcomes (Abadi et al. 2011). It claims

that workers will be moved to perform at higher levels only if they believe they have the capacity to do so.

This means that regardless of how valent or high instrumentality and other elements may be, if workers do not have the conviction that they can perform at a particular level, they will lack the motivation to do so. This validates the claim associated with the subject of self-efficacy that workers sometimes lack the conviction that their efforts will yield the desired level of performance (Purvis et al. 2015; Van Eerde & Thierry, 1996). An understanding of the elements in expectancy theory; valence, instrumentality, and expectancy, gives an idea of the reasons behind employee involvement in achieving preferred organizational outcomes (Purvis et al. 2015). Although these elements can individually affect employee motivation, they can however have a more influential effect on motivation if they are integrated. It can also be established that these elements mentally affect the beliefs of workers, and triggers motivational forces that eventually influence employee behaviours.

According to Wright (2016) for workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high, indicating that workers must believe that working hard and committing their energy will bring about higher levels of performance.

The theory suggested that if one amongst the three conditions is not fulfilled, there will be a lack of motivation (George & Jones, 2012). As such, workers must be convinced that performing assigned tasks at higher levels will lead to the achievement of desired outcomes, as regards the positivity of instrumentality, workers must believe that expected outcomes will be

obtained, also for positive valent outcomes, workers must believe they can truly perform at a very high level if they commit their effort, leading to high expectancy (Wright, 2016).

This theory emphasizes the psychological processes concerning choice. It considers the self-interests associated with aligning rewards based on worker's needs, wants, and the relationships amongst desired behaviours, rewards and organizational goals. For businesses, it aids them in relating rewards directly to performance while making sure that rewards are merited and appealing to workers. The theory assumes that behaviours result from deliberate choices amongst alternative outcomes to maximize satisfaction and minimize pain (Wright, 2016; Purvis et al. 2015).

Vroom recognized that a worker's performance is centred on individual elements such as nature, abilities, knowledge, experience, qualifications and skills. He stated that effort, performance and outcomes are related to employee motivation. Several elements comprising expectancy, instrumentality and valence were utilized in supporting the theory. Remarkably, this theory is a function of perception meaning that businesses may feel that they have made available all things suitable for motivation, and although this might work for most of the employees in the organization, it does not guarantee that all the workers will be motivated by it.

This theory may appear to be most appropriate in a traditionally inclined work setting where a worker's level of motivation is dependent on whether they desire the reward offered for good performances and if they are convinced that committing their effort will result in obtaining that reward. Even though it can be equally applied in situations where individuals do certain things because they anticipate a positive outcome (Purvis et al. 2015).

2.4 Gaps in Literature

Notwithstanding the increasing effects of motivation and job satisfaction on employee productivity, a review of the literature indicates limited literature on its effect in developing countries, including Ghana. This is because while a lot has been documented regarding the concept of motivation in advanced nations, most works related to motivation in areas concerning productivity in less industrialized nations are hardly found. Furthermore, it was observed that very little information was provided on intrinsic motivational factors such as the relationship with co-workers and managers as it relates to productivity while excess information was provided with regards to extrinsic motivational factors.

Existing studies in this have taken a general focus on performance, creating a gap on issues related to both. Also, related studies in developing countries have failed to consider the garment manufacturing sector generally and specifically in Ghana. In conclusion, it was observed that minimal investigations had been conducted in the aspect of workforce motivation with respect to Garment manufacturing sectors in Ghana. This study, while validating some empirical works, has bridged the gap between existing literature by providing evidence on the effect of workplace motivation as well as job satisfaction on employee productivity in garment manufacturing sectors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the systematic approach for solving the research problem in the study and highlights the instruments and techniques used to seek solutions to the research problem. It consists of the research design, sample population, sample size determination, sampling technique, research instruments, and methods of data analysis. The purpose of this study was to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana.

3.1 Research Design

Dannels (2018) specified that the research design is the structure of investigation aimed at identifying variables and their relationships to one another. It refers to the blueprint, plan and guidelines utilized in data analysis with respect to the study. It is a necessary step required in a research process if research problems and hypothesis are to be adequately addressed. Descriptive research design and causal research design, as well as the survey method, was used (Yan, 2020; Leavy, 2017).

The descriptive research design was used to describe some phenomena because it aids a researcher in gathering, summarizing, presenting and interpreting information for clarification while the causal research design was used to describe the effect of one variable on another that establishes cause and effect relationship (Gray, 2019; Rahi, 2017). The researcher also utilized the survey (quantitative) strategy for this study because it creates room for gathering massive amounts of data from a sizeable population cost-effectively (Andrade, 2019; Davison & Martinsons, 2016).

3.2 Population of the Study

A research population, according to Gray, (2019), is as a well-defined collection of individuals or objects known to possess similar characteristics. All individuals or objects within a particular population typically have a shared, binding characteristic or trait. The population for the current study includes all garment manufacturing businesses in the Upper East Region of Ghana.

3.3 Sampling technique and determination of Sample Size

Sampling is concerned with the choice of a subcategory of individuals from the target population in order to permit the assessment of the characteristics of the entire population (Mujere, 2016). It is vital to use an adequate number of units to guarantee a higher probability that the results of the study will be more generalizable and interpretable (Etikan et al. 2016). According to Gray (2019), sampling cannot be avoided in research because it is impracticable to survey the entire targeted population due to budget and time constraints.

This study used a non-probability sampling method. Etikan & Bala (2017) specifies that non-probability sampling methods provide a range of alternatives in terms of techniques that can be used by the researcher. The multistage sampling approach was adopted to draw out the sample of the study. First the convenience sampling technique was used to select fashion houses in the Upper East Region of Ghana. In all, the researcher was able to visit a total of 15 dress makers shops. No particular pattern was used but rather shops within the catchment area of the researcher were visited. From the shops the purposive sampling technique was used to select both managers/owners and workers of garment outfits. In all a total 150 participants were purposively selected to participate in the study. The purposive sampling is appropriate when the study aims to garner information from targeted respondents believed to have detailed knowledge in the field of study.

3.4 Data Collection Instruments

This study will adopt the quantitative approach; thus, the self-administered questionnaire will be used in the collection of data for the study. The reasons for using questionnaires will be that; it consists of questions and statements relating to the aims or research questions of the study which will make it possible for verification to take place (Quinlan et al. 2019). Again, the use of the questionnaire will ensure consistency, uniformity and stability in response. Its usage will make the respondents complete answering the questionnaire at their convenience and will also ensure the respondents greater anonymity. Both closed-ended and open-ended questions will be asked. The open-ended questions will allow participants to express their views freely on issues raised.

3.5 Ethical Considerations

According to Clark-Kazak (2017), it is vital in any investigation 'to introduce moral perspectives' (p. 59). The researcher will adhere to ethical standards firstly by seeking permission from the right people before commencing the research. While carrying out the research, the right of self-determination will be highly upheld to allow the respondents to decide whether to participate in the study or not. For the sake of anonymity, gender rather than names will not be used on the questionnaire.

No one will be coerced into participating; thus, informed consent will be sought. The researcher will ensure that information given will be treated confidentially; thus, the participant's rights to privacy will be respected. Above all, the researcher will communicate to the participants prior to the administration of the instruments the purpose of the study in writing and verbally. Respondents will be informed that they have the right to withdraw from participation. Thus, areas such as informed consent, confidentiality, assessment of risk, reciprocity, as well as data access and ownership will be adhered to (Connelly, 2014).

3.6 Reliability and Validity

Validity is the capacity of an instrument to measure what it is expected to estimate. Cypress (2017) point out that the interpretation of validity has two (2) components, which includes if the instrument indeed estimates the idea in question and if the idea is estimated precisely. Validity suggests the extent to which a mechanism is performing whatever it is designed to perform, and numerous sources provide proof of validity. The validity of the study instrument were assessed for content and construct validity. Reliability is problematic in the social sciences because human behaviour is never static.

Thus, reliability in research assumes that there is a single reality and that studying it repeatedly will produce the same results (Mohajan, 2017). Reliability is the accuracy with which the test measures a particular trait. It is the consistency obtained when retested with identical tests or with an equivalent form of the test. The instrument must yield comparable results on repeated administration. Validity, (Andrade, 2018) is the degree to which a test or instrument measures what it purports to measure. The content validity of the instruments was be done by reviewing the literature and using relevant variables and questions formulated from various empirical studies. Besides, the instruments were scrutinised and validated by the supervisor to ensure that they are appropriate for the study.

3.7 Data Analysis

In methodology literature, there is no single rational approach or the most suitable process of analyzing quantitative data. Analysis refers to and requires an ultimate choice (Quinlan et al. 2019; Mertens et al. 2017). For instance, in analyzing and interpreting qualitative data, it is essential in bringing meaning to them so that they recount a consistent narrative; thus, others may read and comprehend what has been discovered. Consequently, the data gathered were be analysed, employing quantitative approaches to allow for the provision of a reasonable

meaning to the study. However, the responses were compiled, edited, coded and tallied. The scores for individual respondents were aggregated across the items to reach the ultimate raw score. Manageable percentages, including frequency tables, were adopted to examine the issues.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

The purpose of the study was to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana. The data collection instruments were administered to a total of 150 sample participants. Out of the 150 questionnaire 134 representing 89% were considered valid for further analysis. The difference of 16 responses rejected were due to partial completion hence were not included in the final analysis.
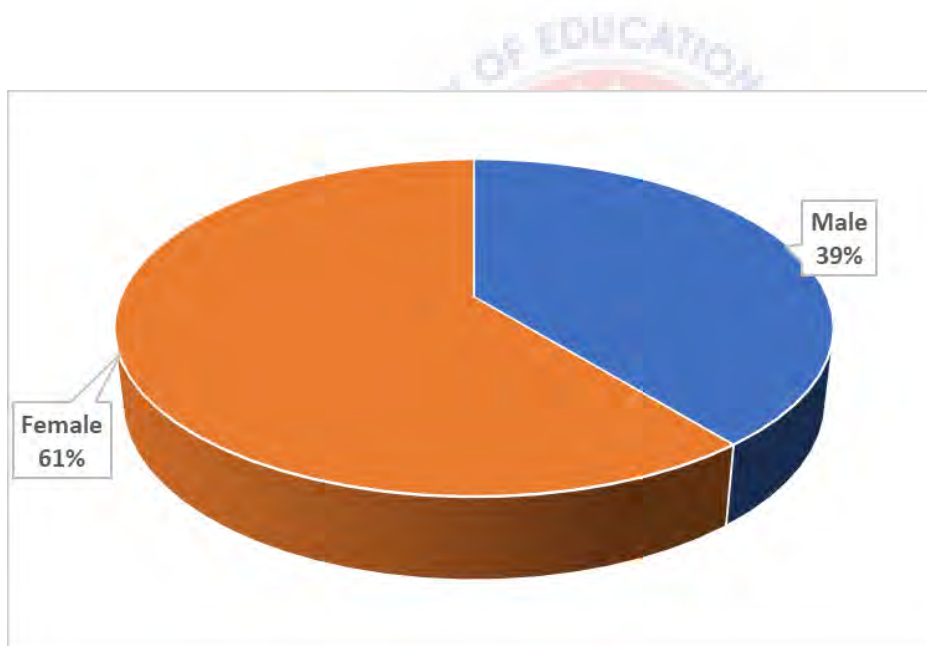
Figure 4.1 Gender distribution of the respondents

Figure 4.1 shows the gender of respondents. It is quite obvious from the results that more than half (61%) of the respondents were females whereas 39% were males. This shows that majority of the employees were female. This is not surprising as the fashion and textile value chain in Ghana is widely populated by females. There is a wrongly held assertion that sewing or fashion is a reserve for females.

Table 4.1 Respondent's age

Age range	Frequency (*n*)	Percent (%)
Below 20	5	3.7
21-30	85	63.4
31-40	35	26.1
41-50	5	3.7
51 & above	4	3.0
Total	134	100.0

Source: Fieldwork (2020)

Table 4.1 shows the age distribution of the sample used for the study. Out of 134 respondents, 85representing 63.4% were within the 21-30 age range, 35 representing 26.1% were within 31-40 age range, five each representing 3.7% were either below 20 or within the 41-50 age range with four representing 3% being 51 years or above. This implies that most of the respondents were below 40 years of age.

Table 4.2 Marital status

Status	Frequency (*n*)	Percent (%)
Single	64	47.7
Married	70	52.3
Total	134	100.0

Source: Fieldwork (2020)

Table 4.2 presents the marital status of respondents. From the table it could be observed that about half (n=70, 52.3%) of the respondents were married whereas 64 representing 47.7% of the respondents indicated they were single at the time of the study. This shows that most of the garment manufacturing workers were married.

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Table 4.3 Job status

Job Status	Frequency (*n*)	Percent (%)
Shop Owner	87	64.9
Shop Manager	21	15.7
Apprentice	26	19.4
Total	134	100.0

Source: Fieldwork (2020)

Table 4.3 presents the status of the respondents as far as the job is concerned. Analysis of the responses suggests that more than half (n=87, 64.9%) of the respondents were shop owners, 26 representing 19.4% were apprentices. Meanwhile 21 representing 15.7% were shop managers. This indicates that most of the respondents were shop owners.

4.2 Employee Motivation (Intrinsic factors)

Table 4.4 Descriptive statistics on employee motivation (intrinsic factors)

Statement	N	Min	Max	Mean	±SD
I am okay with my present working conditions	134	1	5	4.22	1.236
Work pressure puts stress on me	134	2	5	3.55	1.052
I feel safe at work	134	1	5	3.67	1.206
The business provides me with adequate leave and holiday	134	1	5	3.42	1.234
The business does a lot as regards the health and safety of its workers	134	2	5	3.69	1.092

Source: Fieldwork (2020)

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Table 4.4 shows respondents views on the intrinsic factors of employee motivation. The responses were gathered on the five-point Likert scale of 1-strongly disagree, 2-disagree, 3-not sure, 4-agree and 5-strongly agree.

As shown above, most of the respondents agreed that they are okay with their present work conditions (M=4.22, ±SD=1.236), work pressure puts stress on them (M=3.55, ±SD=1.052), and also feel safe at work (M=3.67, ±SD=1.206). Moreover, majority also agreed that their businesses provides them with adequate leave and holiday (M=3.42, ±SD=1.234) and as well their businesses do a lot as regards to the health and safety of workers (M=3.69, ±SD=1.092).

From discussions above, it is indicative that workers were intrinsically motivated even though most of them agreed the work pressure puts stress on them. Workers felt safe, enjoyed adequate leave and holiday and businesses put a lot into workers health and safety.

4.3 Respondent's relationship with co-workers

Table 4.5 Descriptive statistics on the relationship with co-workers in the garment manufacturing sector

Statement	N	Min	Max	Mean	±SD=
My relationship with my co-workers is strictly professional	134	1	5	3.74	1.326
I enjoy working with my co-workers	134	1	5	3.94	.932
I enjoy a friendly relationship with my co-workers outside my work	134	1	5	4.20	1.081
The business does a lot to improve the relationship amongst all staff	134	1	5	4.03	1.250

Source: Fieldwork (2020)

Table 4.5 show respondents' views on employee relationship with co-workers in the garment manufacturing sector. The responses were measured along a 5-point Likert scale where 1=strongly disagree to 5=strongly agree.

Majority of the respondents agreed that their relationship with their co-workers were strictly professional (M=3.74, ±SD=1.326), they enjoy working with their co-workers (M=3.94, ±SD=.932), they enjoy a friendly relationship with their co-workers outside their work (M=4.20, ±SD=1.081) and the business does a lot to improve relationships amongst all staff (M=4.03, ±SD=1.250).

It is important that businesses put effort in ensuring a conducive work environment for workers to thrive as these elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency and employee health. It was indicated from the discussions above that workers enjoyed professional relationships with their colleagues, enjoyed such relationships outside of work and the businesses do a lot to improve such relationships amongst staff.

4.4 Respondents relationship with their bosses

Table 4.6 Descriptive statistics on relationship with bosses in the garment manufacturing sector

Statement	N	Min	Max	Mean	±SD
My relationship with my managers is strictly professional	134	1	5	3.75	1.079
My manager criticizes me when I fail to meet expectations	134	1	5	3.79	1.202
I receive credit or praise from my manager when I meet or exceed expectations	134	1	5	3.94	1.129
My manager involves me in decision-making processes	134	1	5	3.81	1.186
I enjoy a friendly relationship with my manager outside of work	134	1	5	3.88	1.138

Source: Fieldwork (2020)

On respondents view of their relationship with their bosses in the garment manufacturing sector, most of the respondents agreed that their relationship with their managers is strictly professional (M=3.75, ±SD=1.079), their manager criticizes them when they fail to meet expectations (M=3.79, ±SD=1.202) and they receive credit or praise from their managers when they meet or exceed expectations (M=3.94, ±SD=1.129).

Moreover, majority of the respondents agreed that their manager involves them in decision-making (M=3.81, ±SD=1.186) and they enjoy a friendly relationship with their managers outside of work (M=3.88, ±SD=1.138).

It is generally known that managers who can merge the gap between them and their employees without being too friendly or too authoritative will build lasting relationships with their employees. From the discussions above, the workers agreed that they enjoy friendly relationships with their managers and these relationships were professional.

4.5 Employee Motivation on Extrinsic factors

Table 4.7 Employee motivation (extrinsic factors)

Statement	N	Min	Max	Mean	±SD
I enjoy a conducive and friendly work environment	134	1	5	3.88	1.281
The business does a lot to improve the work environment	134	1	5	3.55	1.217
I enjoy a certain level of autonomy in discharging my duties	134	1	5	3.96	1.182
The business organizes routine safety environmental programs	134	1	5	3.91	1.151
My office is spacious and comfortable	134	1	5	3.43	1.281

Source: Fieldwork (2020)

Table 4.7 presents the descriptive statistics of respondents' views on extrinsic factors of employee motivation. This was measured on the five-point Likert scale where 1=strongly disagree to 5=strongly agree with 3 as the mid-point threshold.

As shown in the table above, majority agreed that they enjoy a conducive and friendly work environment (M=3.88, ±SD=1.281), their business does a lot to improve the work environment (M=3.55, ±SD=1.217), they enjoy a certain level of autonomy in discharging their duties (M=3.91, ±SD=1.151), their business organizes routine safety environmental programs (M=3.43, ±SD=1.281) and their office is spacious and comfortable (M=3.43, ±SD=1.281).

It is recognizable from the discussions above that the businesses do a lot to improve the work environment, workers enjoy conducive environment and the workers the level of autonomy provided them to do their jobs. The businesses however organised routine safety environmental programs for workers.

4.6 Compensation in the garment manufacturing sector

Table 4.8 Compensation in the garment manufacturing sector

Statement	N	Min	Max	Mean	±SD=
The business pays me well	134	1	5	2.90	1.536
I believe more incentives should be included in my total reward package	134	1	5	4.07	1.042
I am not satisfied with my current pay	134	1	5	4.54	.819
I prefer in-kind rewards to cash rewards	134	1	5	2.86	1.547
I receive allowances for special duties and overtime on the job	134	1	5	3.45	1.242

Source: Fieldwork (2020)

Table 4.8 gives the views of respondents on compensation in the garment manufacturing sector.

Again, the responses were gathered using the five-point Likert scale.

Majority of the respondents agreed that they believe more incentives should be included in their total reward package (M=4.07, ±SD=1.042), they are not satisfied with their current pay (M=4.54, ±SD=.819).

However, most of the respondents were not sure of whether their businesses pay them well (M=2.90, ±SD=1.536) or whether they receive allowances for special duties and overtime on the job (M=3.45, ±SD=1.242). Finally, most of the respondents were also not sure of their preference for in-kind rewards to cash rewards (M=2.86, ±SD=1.547).

It was revealed from the workers views that the garment business does not pay well and that more incentives should be included in the reward packages of workers.

4.6 Training and career development in the garment manufacturing industry

Table 4.9 Training and career development in the garment manufacturing sector

Statement	N	Min	Max	Mean	±SD
The business has a training and development policy applicable to all workers	134	1	5	2.75	1.525
I have attended skill acquisition programs sponsored by my business	134	1	5	3.67	1.225
Supervisors support the use of techniques learnt in training	134	1	5	3.86	1.005
The business links training and development with its business strategy	134	1	5	2.81	1.539
Workers who use their skills are given preference for sewing new assignments	134	1	5	4.05	1.028

Source: Fieldwork (2020)

Training and career development remain an important part of any organisations work efficiency and progress. Table 4.9 shows respondents' views on training and career development in the garment manufacturing sector.

As shown above, majority of the respondents agreed that workers who use their skills are given preference for sewing new assignments (M=4.05, ±SD=1.028), supervisors support the use of

techniques learnt in training (M=3.86, ±SD=1.005) and they have attended skill acquisition programs sponsored by their businesses (M=3.67, ±SD=1.225).

However, majority of the respondents were not sure on the fact their business link training and development with business strategies (M=2.81, ±SD=1.539) or the business has a training development policy applicable to all workers (M=2.75, ±SD=1.525).

The views expressed above indicate that preference was given to workers who use their skills and that workers attend skill acquisition programs sponsored by their businesses. It is worth noting that most of the businesses sparingly link training and development programs with their business strategies.

4.7 Employee Motivation (Productivity)

Table 4.10 Employee motivation (productivity)

Statement	N	Min	Max	Mean	±SD
Managers visibly demonstrate a commitment to quality by providing feedback	134	1	5	4.31	1.014
The business provides realistic and clearly defined quality goals	134	2	5	4.44	.880
The business does a lot to ensure that workload is fair	134	1	5	3.91	.985
I have the tools and resources to do my job well	134	1	5	3.85	1.289
My supervisor evaluates the results I get when he assigns work to me	134	1	5	4.49	.882

Source: Fieldwork (2020)

Table 4.10 shows presents respondents assertions on employee motivation with regards to productivity. There results have been interpreted along a 5-point Likert scale 1=strongly disagree to 5=strongly agree with 3.0 as the midpoint threshold.

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From the table majority of the respondents agreed that managers visibly demonstrate a commitment to quality by providing feedback (M=4.31, ±SD=1.014), businesses provide realistic and clearly defined quality goals (M=4.44, ±SD=.880), and businesses do a lot to ensure that workload is fair (M=385, ±SD=1.289).

That notwithstanding, majority of the respondents also agreed that they have the tools and resources to do their jobs well (M=3.85, ±SD=1.289) and their supervisors evaluate results they get when they assign tasks (M=4.49, ±SD=.882.

From the above discussion's mangers were committed to quality, businesses provided realistic and clearly defined quality goals with emphasis on provided on evaluation workers' output.

4.8 Efficiency in the garment manufacturing sector

Table 4.11 Efficiency in garment manufacturing sector

Statement	N	Min	Max	Mean	±SD=
My boss always praises me for completing tasks assignment to me on record time	134	1	5	3.53	1.325
My boss criticizes me for the waist of resources allocated to me while sewing	133	1	5	3.74	1.174
The business provides me with a job schedule to ensure time is adequately utilized	134	1	5	3.96	1.326
I often get my job done correctly in good time at the least cost possible	134	1	5	4.34	.935
I am very prudent with resources because I am held accountable	134	2	5	4.40	.804

Source: Fieldwork (2020)

Table 4.11 shows respondents' views on efficiency in garment manufacturing sector. From the table, majority of the respondents agreed that their bosses always praise them for completing tasks on time (M=3.53, ±SD=1.325), their bosses criticize the for waste of resources (M=3.74, ±SD=1.174), and their business provide them with a job schedule to ensure adequate time utilization (M=3.96, ±SD=1.326).

Moreover, majority also agreed that they often get job done correctly in good time at the least cost possible (M=4.34, ±SD=.935) and they are very prudent with resources because they are held accountable (M=4.40, ±SD=.804).

Improving workplace efficiency is about helping employees work smarter, not harder. It was recognized that workers receive criticisms for waste of resources and clearly most of the workers were prudent with resources as a result of accountability.

4.9 Respondents Satisfaction with their jobs

Table 4.12 Job Satisfaction

Statements	N	Min	Max	Mean	±SD
The chance to work alone on the job	134	2	5	4.22	.955
The chance to do different things from time to time	134	1	5	3.27	1.547
The chance to be "somebody" in the community	134	1	5	3.99	1.306
The way my boss handles his/her workers	134	1	5	3.63	1.187
The competence of my supervisor in making decisions	134	1	5	4.34	.909
Being able to do things that don't go against my conscience	134	1	5	3.57	1.605
The chance to work alone on the job	134	2	5	4.39	.813
The way my job provides for steady employment	134	1	5	4.28	.862
The chance to do things for other people	134	1	5	4.32	.931
The chance to tell people what to do	134	1	5	3.37	1.423
The chance to do something that makes use of my abilities	134	1	5	4.18	.957
The way company policies are put into practice	134	1	5	2.92	1.263
My pay and the amount of work I do	134	1	5	4.16	1.003
The chances for advancement in this job	134	1	5	4.29	1.061
The freedom to use my own judgment	130	1	5	3.87	1.109
The chance to try my own methods of doing the job	134	1	5	2.34	1.130
The working conditions	134	1	5	4.28	.881
The way my co-workers get along with each other	134	1	5	3.17	1.657
The praise I get for doing a good job	134	1	5	4.25	1.007
The feeling of accomplishment I get from the job	134	2	5	4.41	.928

Source: Fieldwork (2020)

Table 4.12 presents respondents' views on job satisfaction measured on the following scale; 1-very dissatisfied, 2-dissatisfied, 3-not sure, 4-satisfied, and 5-very satisfied.

From the table majority of the respondents were satisfied with the following conditions; the chance to work alone on the job (M=4.22, ±SD=.955), the chance to do different things from time to time (M=3.27, ±SD=1.547), the change to be "somebody" in the community (M=3.99, ±SD=1.306), they their bosses handle their workers (M=3.63, ±SD=1.187), the competence of their supervisor in decision-making (M=4.34, ±SD=.909), and being able to do things that don't go against their conscience (M=3.57, ±SD=1.605).

Moreover, most of the respondents were also satisfied with the way their job provides for steady employment (M=4.28, ±SD=.862), the chance to do things for other people (M=4.32, ±SD=.931), the chance to tell people what to do (M=3.37, ±SD=1.423), the chance to do something that make use of their abilities (M=4.18, ±SD=.957), their pay and the amount of work they do (M=4.16, ±SD=1.003), the chances for advancement on the job (M=4.29, ±SD=1.061) and the freedom to use their own judgment (M=3.87, ±SD=1.109).

Furthermore, most of the respondents were satisfied with their working conditions (M=4.28, ±SD=.881), the praise they get from doing a good job (M=4.25, ±SD=1.007) and the feeling of accomplishment they get from the job (M=4.41, ±SD=.928).

On the contrary, majority of the respondents were not sure of their satisfaction with the following: the chance to try their own methods of doing the job (M=2.34, ±SD=1.130), the way their co-workers get along with each other (M=3.17, ±SD=1.657) and the way company policies are put into practice (M=2.92, ±SD=1.263).

There is no doubt that keeping workers happy helps strengthen a company in many ways and should be on top of every organisation's priority list. It can be recognised from the discussions that workers were generally satisfied with work processes, supervisor competence, working

conditions, company policies, working using their abilities, job advancement and the idea that they can become "somebody" in the community.

Table 4.13 Respondent's likelihood of looking for a new job

Responses	Frequency (*n*)	Percent (%)
Not at all likely	12	9.0
Somewhat likely	107	79.9
Quite likely	4	3.0
Extremely likely	11	8.1
Total	134	100.0

Source: Fieldwork (2020)

Table 4.13 presents the results on respondent's likelihood of looking for a new job. From the results it can be observed that two-thirds (n=107, 79%) asserted that they were somewhat likely to actively look for new jobs in the next year. Eleven, representing 8.1% of the respondents indicated they are extremely likely to look for a new job. From the results it can be concluded that the majority of the respondents are more likely to look for a new job whereas a few asserted quite likely or extremely likely.

Table 4.14 Descriptives on Ratings

Statement	N	Min	Max	Mean	±SD
There is a relationship between motivation and job satisfaction	134	1	5	3.78	1.334
Satisfied workers are more productive than dissatisfied ones	134	1	5	4.19	1.058
Job satisfaction improves workers quality of output	134	1	5	3.71	1.453
A motivated a person works the better and are likely to perform satisfactorily	134	1	5	3.72	1.568

Source: Fieldwork (2020)

From table 4.14 majority of the respondents agreed that there is a relationship between motivation and job satisfaction (M=3.78, ±SD=1.334) and that satisfied workers are more productive than dissatisfied ones (M=4.19, ±SD=4.19). Most of the respondents also agreed that job satisfaction improves workers quality of output (M=3.71, ±SD=1.453) and a motivated person works better and are likely to perform satisfactorily (M=3.72, ±SD=1.568).

From the responses it can be concluded that there is a relationship between motivation and job satisfaction, satisfied workers are more productive than dissatisfied ones, job satisfaction improves workers quality of output and a motivated a person works the better and are likely to perform satisfactorily.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to assess the levels of motivation and job satisfaction in the garment manufacturing sector in the Upper East Region of Ghana. This chapter presents the summary of findings, conclusions, recommendations of the study as well as suggestions for further research.

5.2 Summary of findings

The study discovered that workers in the garment manufacturing industry in the Upper East Region of Ghana were intrinsically motivated even though most of them agreed the work pressure puts stress on them. The study also found that workers enjoyed professional relationships with their colleagues, enjoyed such relationships outside of work and the businesses do a lot to improve such relationships amongst staff.

Furthermore, the study found that the gap between managers and employees in the garment manufacturing industry can be merged without the managers being too friendly or too authoritative. Additionally, it was observed that to a large extent employee enjoy professional and friendly relationship with their managers.

More so it was noted that businesses in the industry do a lot to improve the work environment making workers enjoy conducive environment and sufficient autonomy provided them to do their job and that the businesses organise routine safety environmental programs for workers and the garment business does not pay well and that more incentives should be included in the reward packages of workers.

It was also discovered that workers were given preference to use their skills and that workers attend skill acquisition programs sponsored by their businesses and the study also found that mangers were committed to quality, businesses provided realistic and clearly defined quality goals with emphasis on provided on evaluation workers' output and improving workplace efficiency is about helping employees work smarter, not harder and also workers receive criticisms for waste of resources and clearly most of the workers were prudent with resources as a result of accountability.

The findings of the study suggest that happy workers help strengthen a company in many ways and that the workers in the garment manufacturing industry in the Upper East are generally satisfied with work processes, supervisor competence, working conditions, company policies, working using their abilities, job advancement and the idea that they can become "somebody" in the community.

However, evidences from the study gives the impression that the workers are more likely to look for a new job. The study also noted observed there is a relationship between motivation and job satisfaction and also satisfied workers are more productive than dissatisfied ones, job satisfaction improves workers quality of output and a motivated a person works the better and are likely to perform satisfactorily.

5.3 Conclusions

From the findings of the study it can be concluded that workers in the garment manufacturing industry in the Upper East Region of Ghana are intrinsically motivated in spite of the work pressure.

That to a large extent employees enjoy professional and friendly relationship with their managers and also businesses the industry do a lot to improve the work environment making

workers enjoy conducive environment and sufficient autonomy provided them to do their job and that the businesses organise routine safety environmental programs for workers and the garment business does not pay well and that more incentives should be included in the reward packages of workers.

Workers are given the freedom to use of their skills and that workers attend skill acquisition programs sponsored by their businesses and the study also found that mangers were committed to quality, businesses provided realistic and clearly defined quality goals with emphasis on provided on evaluation workers' output and improving workplace efficiency is about helping employees work smarter, not harder and also workers receive criticisms for waste of resources and clearly most of the workers were prudent with resources as a result of accountability.

That workers in the garment manufacturing industry in the Upper East are generally satisfied with the work processes, supervisor competence, working conditions, company policies, working using their abilities, job advancement and the idea that they can become "somebody" in the community.

Most of the workers in the industry are more likely to look for a new job. The study also observed there is a relationship between motivation and job satisfaction. Satisfied workers are more productive than dissatisfied ones, job satisfaction improves workers quality of output and a motivated a person works the better and are likely to perform satisfactorily.

5.3 Recommendations

1. The Dressmakers Association must develop a standard remuneration and motivation protocol for its members to boost morale of workers in the garment manufacturing industry.

2. Stakeholders in the industry must be encouraged to take the issues staff motivation seriously which goes a long way to increase the satisfaction of employees on the job.

3. A scheme should be set up to award companies and business that upholds high standards of health and safety which has been proven to have a positive relationship with employee job satisfaction.

5.4 Suggestions for further research

- The study focused only on garment manufacturing industries in the Upper East region of Ghana hence generalisation of the results must be done with caution. Born out of this limitation therefore the researcher suggests that up and coming researcher concentrates of widening the scope of the research for a more generalisable results.

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APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

I would indeed be very grateful if I can be assisted kindly in the completion of the questionnaire. I am researching on the topic; motivation and job satisfaction in Ghana: A Case Study of the Garment Manufacturing Sector in the Upper East Region. The information provided in the questionnaire will be strictly used for academic purposes and will be treated with the utmost confidentiality.

Thanks for your cooperation.

SECTION A: DEMOGRAPHICS

Gender: Male [ ] Female [ ]

Age: Below 20 [ ]   21-25 [ ]   26-30 [ ]   31-35 [ ]   36 & above [ ]

Marital Status: single [ ]   Married [ ]

Job Status: _____

SECTION B: EMPLOYEE MOTIVATION (INTRINSIC FACTORS)

Employee Wellbeing in the garment manufacturing sector	Strongly Agree 5	4	3	2	Strongly Disagree 1
I am okay with my present working conditions					
Work pressure puts stress on me					
I feel safe at work					
The business provides me with adequate leave and holiday					
The business does a lot as regards the health and safety of its workers					

Relationship with Co-Workers in the garment manufacturing sector	Strongly Agree 5	4	3	2	Strongly Disagree 1
My relationship with my co-workers is strictly professional					
I enjoy working with my co-workers					
I enjoy a friendly relationship with my co-workers outside of work					
The business does a lot to improve the relationship amongst all staff					

Relationship with Bosses in the garment manufacturing sector	Strongly Agree 5	4	3	2	Strongly Disagree 1
My relationship with my managers is strictly professional					
My manager criticizes me when I fail to meet expectations					
I receive credit or praise from my manager when I meet or exceed expectations					
My manager involves me in decision-making processes					
I enjoy a friendly relationship with my manager outside of work					

Employee Motivation Extrinsic Factors

Work Environment in the garment manufacturing sector	Strongly agree 5	4	3	2	Strongly Disagree 1
I enjoy a conducive and friendly work environment					
The business does a lot to improve the work environment					
I enjoy a certain level of autonomy in discharging my duties					
The business organizes routine safety environmental programs					
My office is spacious and comfortable					

Compensation in the garment manufacturing sector	Strongly agree 5	4	3	2	Strongly Disagree 1
The business pays me well					
I believe more incentives should be included in my total reward package					
I am not satisfied with my current pay					
I prefer in-kind rewards to cash rewards					
I receive allowances for special duties and overtime on the job					

Training and Career Development in the garment manufacturing sector	Strongly agree 5	4	3	2	Strongly Disagree 1
The business has a training and development policy applicable to all workers					
I have attended skill acquisition programs sponsored by business					
Supervisors support the use of techniques learnt in training					
The business links training and development with its business strategy					
Workers who use their skills are given preference for sewing new assignments					

Employee Motivation (Productivity)

Effectiveness in the garment manufacturing sector	Strongly agree 5	4	3	2	Strongly Disagree 1
Managers visibly demonstrate a commitment to quality by providing feedback					
The business provides realistic and clearly defined quality goals					
The business does a lot to ensure that workload is fair					
I have the tools and resources to do my job well					
My supervisor evaluates the results I get when he assigns work to me					

Efficiency in the garment manufacturing sector	Strongly agree 5	4	3	2	Strongly Disagree 1
My boss always praises me for completing tasks assigned to me on record time					
My boss criticizes me for the waste of resources allocated to me while sewing					
The business provides me with a job schedule to ensure time is adequately utilized.					
I often get my job done correctly in good time at the least cost possible					
I am very prudent with resources because I am held accountable					

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SECTION C: JOB SATISFACTION

This section has been designed to assess how you feel about your present job (garment manufacturing), Which aspects of your job satisfy you, and which aspects do not satisfy you. Please rate how strongly you are satisfied or dissatisfied with different aspects of your job by ticking **[√]** what best describes your level of satisfaction. You will rate your level of satisfaction on a 5-point scale, ranging from very dissatisfied to very satisfied, with a 'not sure' selection of neither dissatisfied nor satisfied. For each of the statements, ask yourself how satisfied am I with this aspect of my job?

- ✓ If you feel that your job gives you *more than you expected*, tick the box under **Very Satisfied**
- ✓ If you feel that your job gives you *what you expected*, tick the box under **Satisfied**
- ✓ If you *cannot make up your mind* whether or not the job gives you what you expected, tick the box under **not sure (**Neither satisfied nor dissatisfied)
- ✓ If you feel that your job gives you *less than you expected*, tick the box under **Dissatisfied**
- ✓ If you feel that your job gives you *much less than you expected*, tick the box under **Very dissatisfied**

On my present job, this is how I feel about………	*Very Satisfied* 5	*4*	*3*	*2*	*Very Dissatisfied* 1
The chance to work alone on the job.					
The chance to do different things from time to time					
The chance to be "somebody" in the community.					
The way my boss handles his/her workers.					
The competence of my supervisor in making decisions.					
Being able to do things that don't go against my conscience.					
The chance to work alone on the job.					
The way my job provides for steady employment.					
The chance to do things for other people.					
The chance to tell people what to do.					
The chance to do something that makes use of my abilities.					
The way company policies are put into practice.					
My pay and the amount of work I do.					
The chances for advancement in this job.					
The freedom to use my own judgment.					
The chance to try my own methods of doing the job.					
The working conditions.					
The way my co-workers get along with each other.					
The praise I get for doing a good job.					

The feeling of accomplishment I get from the job.					

1 = very dissatisfied; 2 = dissatisfied; 3 = Not Sure; 4= satisfied 5 = very satisfied

Please answer the following questions:

1. How likely is that you will actively look for a new job in the next year?

        1=Not at all likely

        2=Somewhat likely

        3=Quite likely

        4=Extremely likely

2. I often think about quitting.

        1= Strongly Disagree

        2= Disagree

        3= Neither Agree nor Disagree

        4= Agree

        5= Strongly Agree

3. I will probably look for a new job next year.

        1= Strongly Disagree

        2= Disagree

        3= Neither Agree nor Disagree

        4= Agree

        5= Strongly Agree

Please rate the extent of your agreement with the ensuing statements	*Strongly agree* 5	4	3	2	*Strongly Disagree* 1
There is a relationship between motivation and job satisfaction					
Satisfied workers are more productive than dissatisfied ones					
job satisfaction improves workers quality of output					
A motivated a person works the better and are likely to perform satisfactorily					