

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

**ASSESSING THE IMPACT OF MOTIVATIONAL STRATEGIES ON
PERFORMANCE OF EMPLOYEES: A CASE STUDY OF KOMFO ANOKYE
TEACHING HOSPITAL**



ALEXANDER PAPA ASARE DUA

AUGUST, 2017

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**A Dissertation in the Department of Management Studies Education,
Faculty of Business Education submitted to the School of Graduate
Studies, University of Education, Winneba in partial fulfillment of the
requirements for the award of Masters of Business Administration
(Organisational Behaviour and Human Resource Management
Option)**

AUGUST, 2017

DECLARATION

STUDENT'S DECLARATION

I, Alexander Papa Asare Dua, declare that this dissertation, 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 in whole, for another degree elsewhere.

SIGNATURE DATE.....

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR:.....

SIGNATURE DATE.....

ACKNOWLEDGEMENT

I wish to thank my supervisor, Prof Gabriel Dwumo for his patience during the study. My sister Perpetual, brothers Albert and Henry have never left my side and are very special. I also dedicate this dissertation to my many friends, my colleagues at work (KATH) especially Mrs Georgina Yeboah and church family (St. George's Church) who have supported me throughout the process. I will always appreciate all they have done.



DEDICATION

This dissertation is especially dedicated to my beloved, Millicent, my daughter Nana Serwaa and my nieces Daniella and Christel. A special feeling of gratitude to my loving parents, Mr. Albert Adusei Dua (late) and Mrs Elizabeth Maame Dua whose words of encouragement and push for tenacity ring in my ears.



TABLE OF CONTENTS

CONTENT	PAGE
Declaration	ii
Acknowledgement	iii
Dedication	iv
Table of Contents	v
List of Tables	x
List of Figures	xi
Abstract	xii

INTRODUCTION

CHAPTER ONE

1.1 Background of the Study	1
1.2 Statement of the Problem	5
1.3 Aim of the Study	6
1.4 Objectives of the Study	6
1.5 Research Questions.	7
1.6 Scope of the Study	7
1.7 Significance of the Study	7
1.9 Organisation of the Chapters	8



CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Motivation	10
2.2 Extrinsic motivation	13
2.3 Intrinsic motivation	14
2.4 Performance	15
2.5 Employee Motivation	17
2.5.1 Motivation Process and Strategies	18
2.5.2 Levels of Employee Motivation	19
2.6 Theories on Motivation	21
2.7 Factors affecting motivation in Organisations	28
2.8 The role of motivation in organisations	30
2.9 Motivation and Organisational Performance	31
2.10 Motivation and Employees Performance	33

CHAPTER THREE: METHODOLOGY

3.1 Introduction	37
3.2 Research Design	37
3.3 Population	38
3.4 Sampling Technique and Sample Size	39
3.5 Sources of Data	41
3.6 Data Collection tools and procedure	41
3.7 Pilot-test	41
3.8 Data analysis	42

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction	43
4.2 Biographic Characteristics of the Respondents	43
4.2.1 Gender of Respondents	43
4.2.2 Age of Respondents	44
4.2.3 Educational background of Respondents	45
4.2.4 Number of Years served at KATH	46
4.3 Factors affecting motivation in Organisations	47
4.4 Factors affecting job satisfaction in organisations	49
4.5: Motivational strategies adopted by organisations	51
4.6 Remuneration affect performance of employees in organisations	53
4.6.1 Relationship between Remuneration and Performance of employees	54
4.7 Relationship between Motivation and Efficiency in organisations	55
4.8 Relationship between Motivation and Job satisfaction in organisations	56
4.9 Relationship between Motivation and Commitment of employees in organisations	57
4.10 Relationship between Motivation and Productivity of organisations	58
4.11 Perceptions of Employees on the level of motivation in their organisation	60
4.12 Employees level of enthusiasm and morale towards their job and the organisation	61

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

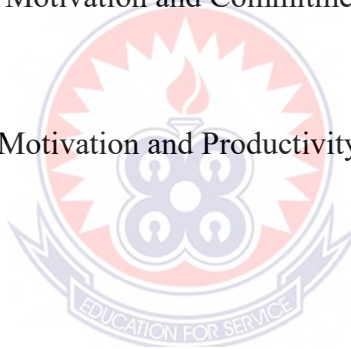
5.1 Introduction	62
5.2 Summary of Findings	62
5.3 Conclusions	64

5.4 Implications of the Study to research	65
5.5 Recommendations to management	66
5.6 Suggestions for Further Studies	67
REFERENCES	68
APPENDIX	75



LIST OF TABLES

TABLE	PAGE
3.1: Sample Size	40
4.1: Factors affecting motivation in organisations	47
4.2: Factors affecting job satisfaction in organisations	49
4.3: Motivational strategies adopted by organisations	51
4.4: Relationship between Remuneration and Performance of employees	54
4. 5: Relationship between Motivation and Efficiency in organisations	55
4. 6: Relationship between Motivation and Job satisfaction in organisations	56
4. 7: Relationship between Motivation and Commitment of employees in organisations	57
4.8: Relationship between Motivation and Productivity of organisations	58



LIST OF FIGURES

FIGURE	PAGE
3.1: Categories of Professional Groups	38
4.1: Gender of Respondents	43
4.2: Age interval of Respondents	44
4.3 Educational background of Respondents	45
4.4: Number of years Respondents have worked at KATH	46
4.5: Remuneration affects performance of employees in organisations	53
4.6: Perceptions of Employees on the level of motivation in their organization	60
4.7: Employees level of enthusiasm and morale towards their job and the organization	61



ABSTRACT

The success of organisations largely depend on the nature of motivational policies established in dealing with employees been the most valuable assets who work to achieve set goals and objectives. This study sought to examine motivational strategies adopted by organisations with specific reference to Komfo Anokye Teaching Hospital (KATH). The target population involves employees of KATH (3,519). Stratified sampling technique was used in selecting a sample size of 271 out of which 215 responded. Questionnaire served as the main data collection instrument for the study. Motivational strategies adopted included adequate salary structure, incentives, promotions, bonuses, recognitions, empowerment and sense of belonging within the organisation. Motivation in organisations should not be taken for granted since it is the lifeblood of ensuring development, growth and success. There was strong positive correlation between motivation and efficiency, employee commitment, job satisfaction and productivity in organisations with specific reference to KATH. The management of KATH should ensure that there exist attractive motivational packages for employees. This will help boost their morale and instil empathy in them to achieve set targets.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class (Sarpong, 2016). People are an organisation's most valuable asset and this is especially true in relatively low-tech labour intensive industries such as construction, but again, people also represent the most difficult resource for organisations to manage. Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organisational growth and development (Osabiya, 2014; Hafiza, Shah, Jamsheed & Zaman, 2011).

Since all organisations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the organisation context within which they carry out that work cannot be understated (Armstrong, 2010). Without increased motivation and morale of the employees, the organisation risks losing valuable employees and will be at a disadvantage in attracting potential top talents (Dessler, 2003). Rewards can serve the purpose of attracting prospective

job applicants, achieving human resource objectives and obtaining competitive advantage (Bratton & Gold, 2007). This is particularly important in a competitive hybrid sector where the companies are struggling for high-caliber employees in order to improve the quality of work and gaining excellent reputation (Torrington, Hall & Taylor, 2008; Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Omollo and Oloko (2015) emphasised that motivation is the key of a successful organisation to maintain the continuity of the work in a powerful manner and help organisations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organisational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organisation needs. Dissatisfaction also, might work as guidance for the managers to explore the need of the staff and start with it to motivate them and attract them to do better performance. Motivation drives the human beings to reach their goals and organisation goals through every challenge and constraint they face in their workplace; considering it as an advantage to go ahead in the direction they have put for themselves. Aryeetey (2011) reiterated that Worker motivation is essential since there is a direct relationship between motivation and productivity. Only through motivation, can managers help their employees generate the excellent performance that enables companies or organisations to boost profitability and survive even thrive during tough times. Increased motivation creates the conditions for a more effective workforce, but because work motivation is an interactive process between workers and their work environment, good management and supervision are still critical factors in reaching organisational goals.

Solid evidence supports claims that motivational programs can increase the quality and quantity of performance from 20 to 40 percent (Clark, 2011). Motivation can solve three types of performance problems: 1) people are refusing to change; and/or 2) allowing themselves to be distracted and not persist at a key task; and/or 3) treating a novel task as familiar, making mistakes but not investing mental effort and taking responsibility because of overconfidence. Stolovitch, Clark and Condly (2002) found that financial incentive programs increase work performance more than 20 percent and the more effective programs produce increases in the 40 percent range. The purpose of this article is to define work motivation, describe a few of the common “de-motivators” found in many organisations and to characterize some of the most successful research-based motivational strategies for individuals and teams. In Ghana, Owusu (2012) asserted that the challenge for today’s management is to administer motivational programmes which will encourage employees to improve their work performance and productivity. To this end modern day managers of companies are therefore adopting various kind of motivational packages not only to retain employees but also help them to achieve competitive.

A study by Seniwoliba and Nchorbono (2013) in Ghana established that motivation is crucial for organisations to function; without motivation employees will not put up their best and the company’s performance would be less efficient. The situation is even more serious in developing countries where working conditions are unattractive. With the increase in competition, locally and globally, organisations must become more adaptable, resilient, agile, and customer-focused to succeed. In addition, within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate,

and a change mentor within the organisation. In order to succeed, HR must be a business driven function with a thorough understanding of the organisation's big picture and be able to influence key decisions and policies. In general, the focus of today's HR Manager is on strategic personnel retention and talents development. Motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By motivating the work force, management creates 'will to work' which is necessary for the achievement of organisational goals (Chhabra, 2010; Cole, 2004). The issue of employee dissatisfaction and related attitude towards work is assuming alarming rate worldwide. The situation is even more serious in developing countries where working conditions are unattractive.

Muogbo (2013) in his submission stated that good remuneration has been found over the years to be one of the policies the organisation can adopt to increase their workers performance and thereby increase the organisations productivity. Also, with the present global economic trend, most employers of labour have realised the fact that for their organisations to compete favourably, the performance of their employees goes a long way in determining the success of the organisation. On the other hand, performance of employees in any organisation is vital, not only for the growth of the organisation, but also for the growth of individual employees (Meyer & Peng, 2006). An organisation must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organisation. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc. (Aidis, 2005; Meyer & Peng, 2006).

1.2 Statement of the Problem

Work, being formal or informal, paid or unpaid, plays a central role in the lives of people all across the world. Through work, men and women define themselves and their roles in society. Yet while many jobs provide both income and personal satisfaction, they may also pose hazards and risks to health and safety (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Mullins (2005) noted that effectively motivating employees is one of the most important functions of a manager. There is evidence to show that organisations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labour market. It doesn't appear things will get any better in the future. The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers. Managers who can motivate employees assist the organisation by improving employee retention.

Aryeetey (2011) stressed that employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. No one theory of motivation can explain human motivation particularly across diverse cultures. The need to increase productivity and efficiency in the work place or any organisation has led to increasing academic interest in the area of motivation over the years. Scholars have been keenly interested in knowing what factors are responsible for stimulating the will to work. Thus motivation has become an issue of concern for both scholars and practitioners of personnel management. From productivity and profitability to recruiting and retention, hardworking and happy employees lead to harmony and organisational triumph (Ryan, 2012). The performance of organisation and employee motivation has been the focus of intensive research effort in recent times. Employees are motivated in order to achieve their mission and vision which is of paramount

concern. Employees in both public and private sector organisation are becoming increasingly aware that motivation increases productivity. Lack of proper motivation may result in losses which may eventually lead to low staff turnover, poor attitude towards work, low output level and low profitability. Employees of KATH over the years have raised concerns over their motivational packages. The perceived poor and unattractive motivational packages especially with the supportive employees was a major issue which needs to be addressed. Management of KATH appears to have low interest in handling the welfare of their subordinates and this seems to affect the performance of employees at the hospital. It against these arguments that the current study seeks to assess motivational strategies and its effect on employee's performance at KATH.

1.3 Aim of the Study

The main aim of this study seeks to assess the motivational strategies adopted by organisations and its effect on performance of employees using Komfo Anokye Teaching Hospital (KATH) as the case study.

1.4 Objectives of the Study

The study seeks to achieve the following specific objectives:

1. To identify determinant factors which motivate employees in organisations.
2. To identify motivational strategies adopted by KATH for employees.
3. To establish if there is a relationship between employee motivation and organisational productivity.

4. To assess effect of motivational packages on performance of employees in organisations.

1.5 Research Questions

In order to achieve the objectives of this study, the following research questions are posed:

1. What are the determinant factors motivate employees in organisations?
2. What have been the motivational strategies adopted at KATH?
3. Does employee motivation have any relationship with organisational productivity?
4. What are the effects of motivational packages on performance of employees in organisations?

1.6 Scope of the Study

The study is focused only on KATH to assess motivational strategies and performance of employees. In order to achieve objectives of the study, the research sought information on the subject understudy from all the various departments of the hospital (i.e. finance, audit, human resource, pharmacy, administration, security, other directorates or units etc.). The study is expected to deal with issues such as motivational packages given to employees and how it affects their performance and the hospital as a whole.

1.7 Significance of the Study

The study is expected to provide much insight into the work lives of KATH workers with regard to employees' level of motivation and performance because a good motivational procedure is essential to achieve organisations' goal. Effective motivational programmes of employees can achieve efficiency to develop a good organisational culture. Secondly, it may assist hospitals in retaining, satisfying, and attracting qualified employees since motivation

has variety of effects which may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover. Employee delight has to be managed in more than one way. This helps in retaining and nurturing the true believers who can deliver value to the organisation.

Thirdly, it will also reveal interesting insight into the importance of employee motivation and impact on work performance for the other hospitals and companies that may use this as a guide when motivating their employees. The study will help the organisation to manage the human resources to achieve maximum efficiency and effectiveness in service delivery to suggest and recommend strategies that will motivate and improve productivity. The findings of the study will therefore provide vital information to policy makers and human resource managers of the hospital to either consolidate or re-think ways of motivating staff of the hospital. The results of the study will also add to the existing body of knowledge on the issue of motivation and productivity in the health sector.

1.8 Organisation of the Study

This study is organized in five chapters. Chapter one deals with the general introduction which entails background, statement of the problem, aim, objectives, research questions, scope, significance and limitations of the study. Chapter two deals with presentation of review of related literature with emphasis on theories, models, concepts and empirical studies. In the Chapter three, methodology of the study would be presented. Issues which would be handled in this section include research design, population, sample size, sampling techniques, sources of data, data collection tools and procedure, pilot study and data analysis. Chapter four

presents results and discussion of the study. Chapter five deals with summary of findings, conclusions, implication of the study, recommendations to management and suggestion for future studies.



CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Motivation

Motivation has been defined as 'a decision making process through which the individual chooses desired outcomes and sets in motion the behaviours appropriate to acquiring them' (Dartey-Baah, 2010). Motivation is the key of a successful organisation to maintain the continuity of the work in a powerful manner and help organisations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organisational demands. Each branch manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organisation needs (Omollo, 2015). Rajput (2011), contends that the word motivation is derived from a Latin word "Movere" which literally means "to move". They defined motivation as "the individual's desire to demonstrate the behaviour and reflects willingness to expend effort". Motivation can be divided into extrinsic and intrinsic motivation.

Motivation refers to the forces within or beyond a person that arouse and sustain their commitment to a course of action (Boddy, 2008). The process people go through to need their needs is need-motive-behaviour-satisfaction or dissatisfaction (Lussier, 2005). When one thinks about it, the success of any facet of the business can almost be traced to motivated employees. This is especially true and important in today's turbulent and often chaotic environment where commercial success depends on employees using their full talents. The

ability to attract, retain and develop talented employees is a key feature of a successful business. People are an organisation's most valuable asset and this is especially true in relatively low-tech labour intensive industries such as construction, but again, people also represent the most difficult resource for organisations to manage. Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organisational growth and development (Osabiya, 2015). Motivation is defined as the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal (Page, 2008).

According to Tosi, Mero and Rizzo (2000), motivation has both psychological and managerial meaning. The psychological meaning of motivation refers to the internal mental state of a person that relates to the initiation, direction, persistence, intensity and termination of behaviour. The managerial meaning of motivation on the other hand deals with the activity of managers and leaders to induce others in order to produce results desired or outlined by the organisation or by the manager which conforms to a relationship between motivation, ability and performance (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Clark (2003) emphasised that it is crucial to note that motivation does not directly influence work performance. Instead, motivation leads us to use our knowledge and skills and apply them effectively to work tasks. It is the force that initiates, starts, energizes and continues the application of our experience and expertise. Successful performance always involves the cooperation of motivation and knowledge in supportive work environments. Without adequate knowledge, motivation alone does not increase useful performance. Thus adequate motivation is necessary, but not sufficient for effective performance. The achievements of individuals and organisational goals

are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organisational objectives to meet with their personal goals also. It means that organisational goals are directly proportion to the personal goals of individuals (Owusu, 2012).

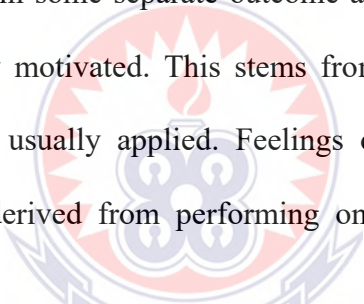
Every organisation and businesses wants to be successful and have the desire to get constant progress. The current era is highly competitive and organisations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organisations. Human resource or employees of any organisation are the most central part so they need to be influenced and persuaded towards tasks fulfillment. For achieving prosperity, organisations design different strategies to compete with the competitors and for increasing the performance of the organisations. A very few organisations believe that the human personnel and employees of any organisation are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organisation are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organisation can progress or achieve success (Manzoor, 2012).

2.2 Extrinsic motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organisational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006). The specific focus on extrinsic motivation may distract attention from the task which has been termed as hidden cost of rewards. This view has been incorporated in the crowding theory (Osterloh et al., 2002). Extrinsic motivation on the other hand, results from the attainment of externally administered rewards including pay, materials, possessions, prestige, and positive evaluations among others (Omollo, 2015). This stems from work environment external to the task and is usually applied by someone other than the person being motivated. Pay, fringe benefits, company policies and various forms of supervision are examples of extrinsic motivation (Aryeetey, 2011). Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long (Owusu, 2012). According to Mc Cornick and Tifflin (2007), extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, and promotion, contract of service, the work environment and conditions of work.

2.3 Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006). McCullagh (2005) defines intrinsic motivation as an individuals' need to feel competency and pride in something while extrinsic motivation is defined as the performance of an activity in order to attain some separate outcome and noted that, people can be both intrinsically and extrinsically motivated. This stems from direct relationship between the worker and the task and is usually applied. Feelings of achievement, accomplishment, challenge and competence derived from performing ones job are examples of intrinsic motivators (Aryeetey, 2011).

The logo of the University of Education, Winneba, is a circular emblem. It features a central figure, possibly a traditional Ghanaian symbol, surrounded by a sunburst pattern. Below the emblem, a banner contains the motto "EDUCATION FOR SERVICE".

Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the „quality of working life“ are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation (Owusu, 2012). According to Mc Cornick and Tifflin (2007), intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a

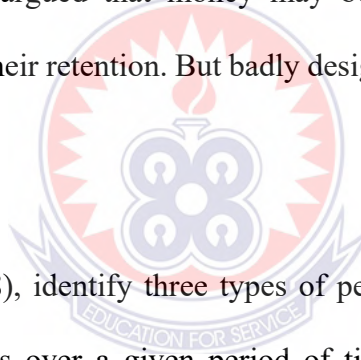
sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

2.4 Performance

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity (Muobgo, 2013). Despite development in the project management technology workers are still the key players in the projects. They determine the success or the failure of a project; they define project goal, they plan organize, direct, coordinate and monitor project activities. They also meet project goals and objectives by using interpersonal and organisational skills such as communication, delegation, decision-making and negotiation (Yvonne du Plessis et al., 2003). Since all organisations are concerned with what should be done to achieve sustained high levels of performance through people, it means giving close attention to how individuals can best be motivated through such means as incentives, rewards and importantly, the work they do and the organisation context within which they carry out that work cannot be understated (Armstrong, 2010).

Without increased motivation and morale of the employees, the organisation risks losing valuable employees and will be at a disadvantage in attracting potential top talents (Dessler, 2003). According to Hafiza et al. (2011), there are several factors that can affect employee

performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees. Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance (Carragher, Gibbson & Buckley, 2006). Aryeetey (2011) indicated it can be argued that extrinsic reward may erode intrinsic interest. People who work just for money could find their task less pleasurable and may not therefore do them so well. Multiplicities of factors are involved in performance improvements and many of those factors are interdependence. Money can therefore prove positive motivation in the right circumstances, because not only people need money but also it serves as intangible means of recognition. It can also be argued that money may be a factor in attracting people to organisations and influence their retention. But badly designed and managed pay systems can de-motivate.



Chen and Silverthorne (2008), identify three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measures is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Owusu, 2012).

2.5 Employee Motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan et al., 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, training and development, job security, Organisational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organisations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organisation more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organisations to persuade motivation of their employees (Kalimullah et al., 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them (Manzoor, 2012).

Ibrahim and Brobbey (2015) emphasised that employees are the bedrock of every business. To be successful as a business requires the commitment and sacrifice of employees. Employees are particularly important participant in the formulation of the image that customers get in relation to the service outcome. Because of the importance of this interaction with the customer, employees have to communicate effectively the quality standards of their organisation to new starters. To successfully market or sell the company's services or

products, the company must first and foremost target employees. Employees are therefore the first customers of every organisation. Once the company is able to identify employees' needs, then they will be motivated to work effectively to achieve the goals of the organisation.

2.5.1 Motivation Process and Strategies

Motivation is explained by various theorists as a process governing choices (Bhattacharyya, 2009). The motivation process may be internal or external to the individual that arouses enthusiasm, and persistence to pursue a certain course of action. The motivation process starts with a physiological or psychological deficiency or need that activates behaviour, or a drive that is aimed at a goal (Bhattacharyya, 2009). According to Arnold, Robertson and Cooper (1991), a needs-related model of the process of motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. The needs create wants, which are desires to achieve or obtain something. Goals are established which is believed will satisfy the needs and wants, and a behaviour pathway is selected which is expected to achieve the goal (Armstrong, 2010).

According to Palmer (2005), a fundamental part of a motivation strategy must be that the process of achieving the goal is itself motivational. In other words, it is important to ensure that people do not give up during the implementation phase, by designing a process for achieving goals, and to control the motivation strategy. A motivation strategy is necessary for conducting the daily tasks and motivating employees with common goals. It is not only a decision or simple words used to describe the goal, but also using a set of skills to achieve it

(Palmer, 2005). From the organisational point of view, the motivation process follows certain defined steps, which, as a continuum needs to be periodically reviewed and strategized to ensure its proper renewal. This helps to maintain the motivation of employees.

Motivation strategy should aim to increase the effective contribution of members of the organisation in achieving its objective. Motivation strategy will refer to the performance of management and reward systems and in particular to the type and scale of financial incentives which are to be provided. But it will also be concerned with other process which should yield favorable attitudes including job design participation, joint objective setting career development and any other processes relating to the individual need to achieve and maintain a sense of personal wealth and importance. Motivation is also affected by the quality of leadership in an organisation therefore the selection, training and development of effective leaders should be part of the strategy (Aryeetey, 2011; Armstrong, 2006).

2.5.2 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001), there are three levels of employees' motivations. (1) The direction of an employees' behaviour. It relates to those behaviours which the Individuals choose to perform. (2) The level of effort. It refers to how hard the individual is willing to work on the behavior. (3) The level of persistence. It refers to the individual's willingness to behave despite obstacles. They found that management can make use of different tactics, strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people.

Al Jenaibi (2010) explored the sense of job satisfaction and the struggles employees face in government organisations by using a case study of different organisations in the UAE. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition. Therefore, job satisfaction is a worker's sense of achievement and is generally noted to be directly associated with improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company.

According to research conducted by Mosley, Megginson, and Pietri (2001) the direction of an employee's behaviour is related to those behaviours, which the Individual chooses to perform. It refers to how hard the individual is willing to work on the behaviour. (The level of persistence, it refers to the individual's willingness to behave despite obstacles. Daschler and Ninemeier (1989) conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs can be located (Seniwoliba & Nchorbono, 2013).

2.6 Theories on Motivation

The earliest motivation theories (pre-1960s) include, among others, Abraham Maslow's hierarchy of need theory (Maslow, 1954; Homans, 1950), Fredrick Herzberg's two-factor theory (Herzberg et al., 1959), and B.F. Skinner's reinforcement theory (Skinner, 1953). According to Armstrong (2010), these theories have led to the understanding of motivation and are underpinned by motivation theory classified as Instrumentality theory, Content theory and Process theory.

Content theory of human motivation includes both Abraham Maslow's hierarchy of needs and Herzberg's two-factor theory. Maslow's theory is one of the most widely discussed theories of motivation. The content theories Hitt (2009), argued addresses the issue of what needs a person is trying to satisfy and what features of the work environment seem to satisfy those needs. Such theory he was of the opinion tries to explain motivation by identifying; internal factors, that is particular needs and external factors, particular job and work situation and characteristics that are presumed to cause behavior. The process theories work motivation dealt with the way different variables combined to influence the amount of effort put forth by an employee. Process theories describe the process through which needs are translated into behavior. The two process theories are equity theory and expectancy theory (Sarpong, 2016). McClelland (1988) achievement theory focused on the relationship between hunger needs and the extent to which imagery of food dominated thought processes and identified four main arousal-based, and socially developed, motives:

1. The Achievement motive
2. The Power motive

3. The Affiliate motive

4. The Avoidance motive

The initial three motives correspond to Maslow's self-actualization, esteem and love needs. The relative intensity of these is dependent on the individual and it also varies between different occupations. With the perception that managers are higher in achievement than affiliation, McClelland saw the achievement need (n-Arch) as the most significant for the success and growth of any nation.

Vroom (1964) criticised Herzberg's two-factor theory as being too dependent on the content and context of the work roles of workers and offered an expectancy approach to the study of motivation (Bloisi et al., 2003). This theory therefore is aimed at work motivation and based on three variables namely valence; instrumentality and expectancy. This theory was centered on the idea that people prefer certain outcomes from their behaviour over others (Mullins, 2005). He proposed that individuals will be motivated to achieve a desired goal as long as they expect their actions will achieve the goal (Bloisi et al., 2003).

Instrumentality theory states that rewards or punishment serve as the means of ensuring that people behave or act in desired ways which is based on the principle of reinforcement as influenced by Skinner (1974) concept of conditioning- the theory that, people can be "conditioned" to act in certain ways if they were rewarded for behaving as required. The theory can be traced to Taylor (1911), one of the earliest management writers who wrote: "It is impossible, through any long period of time, to get workmen to work much harder than the average man around them unless they are assured to a large and permanent increase in their pay".

The content or needs theory is based on the fact that the content of motivation consists of needs (Armstrong, 2010). An unsatisfied need creates tension and a state of disequilibrium, and to restore the balance, a goal that will satisfy the need is identified wherein a behavior pathway that will lead to the achievement of the goal is selected (Armstrong, 2010). According to the needs theory, not all needs are equally important for a person at any one time; some may provide a much more powerful drive towards a goal than others depending on the individual's background and present situation (Smith, 1994).

Maslow (1954) identified that employees had five levels of needs and that human needs are in the form of a hierarchy ascending from the lowest to the highest. Maslow emphasise that no need can be fully gratified and that when a need is substantially satisfied, it ceases to be a motivator. This makes a person seeks a higher level of need (Drummond, 2000). Maslow theorized that the lower level needs have to be satisfied before the next higher level need would motivate an employee (Armstrong, 2010). In Maslow's conclusion, in order to meet the needs of an employee, the employer had to understand the hierarchy of the need to which the employee belongs. According to Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

- **Physiological needs:** These are needs that focus on sustaining human life such as the need for oxygen, food, water and sex. Maslow stated that until these basic needs are satisfied to a large extent, no other motivating factor can operate (Armstrong, 2010).
- **Security or Safety Needs:** These are the next in hierarchy and focus on being free of physical danger and the fear of losing a job, property, food or shelter as well as protection against emotional disappointment.

- **Social Needs:** These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group.
- **Esteem needs:** Maslow identified that as soon as people satisfy the need to belong and be accepted by others, the next higher level of need is the need to be held in high esteem by themselves and others. It goes on to state that these kinds of need produce satisfaction through power, prestige, status and self-confidence. It includes internal esteem factors such as self-respect, autonomy, achievements and external factors such as status, recognition and attention.
- **Self- Fulfilment (Self-actualisation):** This is the highest need in the hierarchy. It is the drive to become what one is capable of becoming, to maximize one's full potential and to accomplish something. It includes needs such as growth, achieving one's potential and self-fulfilment. According to Maslow (1954), once a need has been satisfied, it no longer acts as a strong motivator and the need at the highest level becomes the "motivator". Maslow also sets out a distinction crucial for new employment-motivation theories (Smith, 1994).

For Maslow, as the higher- order needs for esteem and self fulfilment provide the greatest impetus to motivation, they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction (Warr, 1998). In relating Maslow's motive hierarchy to the work situation, Maslow identifies the esteem-need level as an important transition area for human incentive (Smith, 1994). According to Armstrong (2010), process theory provides a much more relevant approach to motivation. Central to the process theory is a series of cognitive theories that attempt to understand the thought processes that people have when determining how to behave in the workplace (Steers & Shapiro, 2004). One of the known

cognitive theories is the expectancy theory presented by Victor Vroom as the first systematic formulation of the theory (Steers & Shapiro, 2004). Following Vroom's expectancy theory are other process theories such as the goal achievement theory and equity theory.

MARS model explain individual behavior as a result of internal and external factors or influences acting together. The name of the model is an acronym of the four major factors that have an effect on employee performance, which are; Motivation, Abilities, Role perception and Situational Factors (MARS). Individual values, personality, perceptions, attitudes, and stress form a basis on which the factors interact (Heller 2004). These factors are highly interrelated in organisations. Unless all of the elements of the MARS model are satisfied, employee behavior and performance will be affected and negatively impacted. For example, enthusiastic and employee with high motivation level who is skilled in running the work (ability), and understands the job duties (roles perception) well, will not be able to perform their job well if there is a lack of the adequate and sufficient resources (situational factors) (Omollo, 2015).

Kreithner and Kinicki (1992), suggested that four ways of explaining behavior are; needs reinforcement, cognition and job characteristics, which underlie the evolution of modern theories of human motivation.

a. Needs: Needs theories are based on the promise that individuals are motivated by unsatisfied needs. Dissatisfaction with one's social life, for example, a 1930 psychologist, was the first behavioral scientist to propose a list of needs thought to underlie goal-directed behavior (Aryeetey, 2011).

b. Reinforcement: Reinforce theorists such as Edward L. Thorndike and BF Skinner (1961), proposed that behavior is controlled by the consequences, and not by the result of hypothetical Internal States such as instincts, drives or needs. This proposition was based on research data demonstrating that people repeat behaviors followed by favorable consequences and avoid behaviors resulting unfavorable consequence (Aryeetey, 2011).

c. Cognitions: Uncomfortable with the idea that behavior is shaped completely by environmental consequences, cognitive motivation theorists contend that behavior is a function of beliefs, expectations, values and other mental conditions. Behavior is therefore viewed as a result of rational and conscious choices among alternative courses of action (Aryeetey, 2011).

d. Job Characteristics: According to this motivation theory, the task itself is said to be the key to employee motivation. Specifically, a boring and monotonous job stifles motivation. Three ingredients of a more challenging job are variety, autonomy and decision authority. Two popular ways of adding variety and challenge to routine jobs are job enrichment (or job design) and job rotation (Aryeetey, 2011).

Goal theory as developed by Latham and Locke (1979) states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally feedback is vital in maintaining

motivation, particularly towards the achievement of even higher goals. McGregor's theory, which is built on Maslow's theory, adds a central idea: that managers' assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organisation like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman et al., 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy. This means that employees are given the possibility to grow and achieve their own goals within the organisation. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance (Bolman et al., 1997; Matteson, 1999).

Taken not too literally the theory can provide a useful tool for motivation and management research (Shah & Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organisational development and to improve organisational culture. MacGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organisation Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal

goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

2.7 Factors affecting motivation in Organisations

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work (Wilson, 2010). Wilson (2010) believe that discretionary behaviour which helps the firm to be successful is most likely to happen when employees are well motivated and feel committed to the organisation and when the job gives them high levels of satisfaction. Their research findings were that the key factors affecting job satisfaction were personal expectations, career opportunities, job influence, team and job challenge (Wilson, 2010).

Determinants of job satisfaction often applied in analyses performed within labour economic theory include education, job tenure, managerial position, the unemployment rate, and marital status (Ghinetti, 2007). Tenure and having a leading position have nearly always been found to be positively related to job satisfaction. The relationships between job satisfaction, level of education, the unemployment rate, and wages are intertwined and convoluted (Bryan & Sell, 2011).

Good remuneration has been found over the years to be one of the policies the organisation can adopt to increase their workers performance and thereby increase the organisations productivity. Also, with the present global economic trend, most employers of labour have

realised the fact that for their organisations to compete favourably, the performance of their employees goes a long way in determining the success of the organisation. On the other hand, performance of employees in any organisation is vital, not only for the growth of the organisation, but also for the growth of individual employees (Meyer & Peng, 2006). An organisation must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organisation. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc (Aidis, 2005; Meyer & Peng, 2006).

Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting (Houran, 2010). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al., 2007). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al., 2010). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organisation attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al., (2007). Leadership is all about getting things done the right way,

to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organisation, they need to be motivated (Baldoni, 2005).

Arnold (2005) indicated that, an effective employee is a combination of a good skill set and a productive work environment. To him, many factors affect employee performance that managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, Arnold (2005) opined that, one needs to provide them with the tools they need to succeed. Anderson (2004) added that, employees do not perform in a vacuum. Clark (2010) also added that, employees are impacted by a variety of forces both internal and external as they attempt to perform their job duties. Employers who are aware of these forces, and who are prepared to leverage or counteract them, can increase productivity and loyalty. Carrol (2001) indicated that, it is logical to assume that well-compensated employees would naturally be the most productive.

2.8 The role of motivation in organisations

Despite the fact workers always agitating for compensation for work done to keep them alive seems to have problem because, when workers are satisfy with their survival needs, they tend to fight for recognition and others. For example, some feel that, they should be sponsored to travel outside the country. They felt that, they should be part of decision making body in the organisational setup. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organisations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is

arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly. For example, research by Kovach suggests that as employees' income increases, money becomes less of a motivator. In addition, as employees get older, interesting work becomes more of a motivator (Seniwoliba & Nchorbono, 2013).

The achievements of individuals and organisational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organisational objectives to meet with their personal goals also. It means that organisational goals are directly proportional to the personal goals of individuals. Robert (2005) reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

2.9 Motivation and Organisational Performance

Kahya (2007) also investigated on certain factors that affect the job performance. Some studies were reviewed describing the effect of experience, salary, education, working conditions and job satisfaction on performance. As a result of the research, it has been found that several factors affected the employee's performance. The position or grade of an employee in a company was of high positive effect on his or her performance. Working conditions and environment, on the other hand, had shown both positive and negative relationship on performance. Highly educated and qualified employees showed dissatisfaction of bad working conditions and thus affected their performance negatively. Employees of low

qualifications, on the other hand, showed high performance in spite of the bad conditions. In addition, experience showed positive relationship in most cases, while education did not yield clear relationship with the performance (Kahya, 2007).

Motivation either through intrinsic or extrinsic reinforces, contributes to employee Satisfaction or thus enhances performance and productivity. The level of motivation of workers represents the potential human energy available for production purposes. The mobilization and channelization of this energy makes it imperative for the management to activate its source by the application of incentives .The magnitude of incentives required is negatively related to the motivation level, the higher the level of motivation of workers, the higher their productivity potential. Suppose there are two workers with different levels of motivation but almost identical levels of ability. The worker with the higher level of motivation will require less incentive than the other to achieve the same level of productivity. The nature of incentives required will also vary in type's terms of the types of needs predominant among people. Accordingly, to provide optimal incentives for people at work to achieve desirable results, the management must understand the prevailing level and the nature of motives. Without such information, it would not be possible to use suitable incentives, both tangible and intangible, to effectively mobilize and direct human efforts toward the attainment of organisational goals (Aryeetey, 2011).

Khan et al. (2010), investigated the role played by rewards in the process of motivating employees of commercial banks in Pakistan. The achievements of individuals and organisational goals are independent process linked by employee work motivation.

Individuals motivate themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organisational objectives to meet with their personal goals also. It means that organisational goals are directly proportion to the personal goals of individuals. Composition of people which formulate independent business identity for some specific purpose is commonly known as organisation and getting desired outcome within defined resources is treated as effectiveness. Organisational effectiveness is the notion of how effectual an organisation is in accomplishing the results the organisation aims to generate (Muhammad et al., 2011). It plays an important role in accelerating organisational development (Bulent et al., 2009). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al., 2005).

2.10 Motivation and Employees Performance

It is often said that the best businesses have the best-motivated workers. Well-motivated employees are usually characterised by:

- Higher productivity (i.e. they produce more for a given level of resources than poorly motivated workers do.)
- Better quality work with less wastage, A greater sense of urgency (things happen quicker when they need to),
- More employee feedback and suggestions made for improvements (motivated workers take more ownership of their work),
- More feedback demanded from supervisors and management, Working at 80%-95% of their ability (Bhattacharyya, 2007)

Solid evidence supports claims that motivational programs can increase the quality and quantity of performance from 20 to 40 percent. Motivation can solve three types of performance problems: 1) people are refusing to change; and/or 2) allowing themselves to be distracted and not persist at a key task; and/or 3) treating a novel task as familiar, making mistakes but not investing mental effort and taking responsibility because of overconfidence. Everyone is motivated to do or value whatever they believe will make us effective or successful (Clark, 2003).

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organisational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Muogbo (2013) emphasised that workers tend to perform more effectively if their wages are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employee's merit. Though several technique of measuring job performance has been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organisation designs different strategies to compete with their rivals and for increasing the performance of the organisations. A very few organisations believe that the human personnel and employees of any organisation are its main assets which can lead

them to success or if not focused well, to decline. Unless and until, the employees of any organisation are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organisation can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can cheer up or influence workers to develop positive attitude towards their job and thereby increase their productivity. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organisation which contributes in efficiency and effectiveness of organisation which leads to maximisation of profits (Matthew et al., 2009). Thus from the literature and various studies the third hypothesis is fully supported that there exists a positive relationship between employee motivation and organisational effectiveness.

A strong positive motivation will increase the output of employee and native motivation will reduce their performance. Motivation leads to job satisfaction. A person who is not motivated and not in high morale and spirit would not be satisfied. Dessler (2001) support that motivation as the intensity of a person's desire to engage in some activity. Motivation is an inner drive that initiates an employee towards goal directed behavior. According to Frimpong and Fan (2009) performance management is the process through which managers ensure those employees' activities and outputs are congruent with the organisation's goal. A highly motivated person will work hard towards the achievement of organisational goal. Owusu (2012) assess the different motivational packages offering by the organisation to its employees and which package influence the performance of employees the most and how it affects the performance of organisation. Omollo and Oloko (2015), demonstrates the effect that motivation had on job of the workers in Kenya commercial bank. He establishes the effect of

job enrichment, training and team building on performance of employees. Manolopoulos (2007) tries to understand the relationship between work, motivation and organisation in public sector. Ankli and palliam (2012) investigates self determination theory to motivate workforce of an organisation and he recommended SDT s encompassing theory of motivation (Aryan & Singh, 2015).

Barrit (2003) agreed with Greeno's (2002) assertion that, motivation puts human resources into action and improves level of efficiency of employees. He added that, every concern requires financial and human resources to accomplish the goals. Having the employees only physically, does not mean that the organisation manages to make full use of it. Barrit (2003) added that, the performance of motivated employees is high, which results into: increased productivity and reduced cost of operations. He concluded that, a motivated employee will not try to get by with little effort; but will be more oriented on his job. If those workers, who spend most of their time on Facebook or other pages, use their potential and keep instead themselves busy with their job, increased productivity will be very conspicuous (Barrit, 2003). Chudley (2004) opined that, motivation leads to greater employee satisfaction. He added that, worker satisfaction is important for every company, as this one factor can lead towards progress or regress. Chudley (2004) again indicated that, in the absence of an incentive plan, employees will not feel ready to fulfill their objectives. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in the case of inefficient employees.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

With the chapter three of the study, the methodology was presented. The various components within the methodology include research design, population, sample size, sampling technique, sources of data, data collection instruments, pilot study and data analysis.

3.2 Research Design

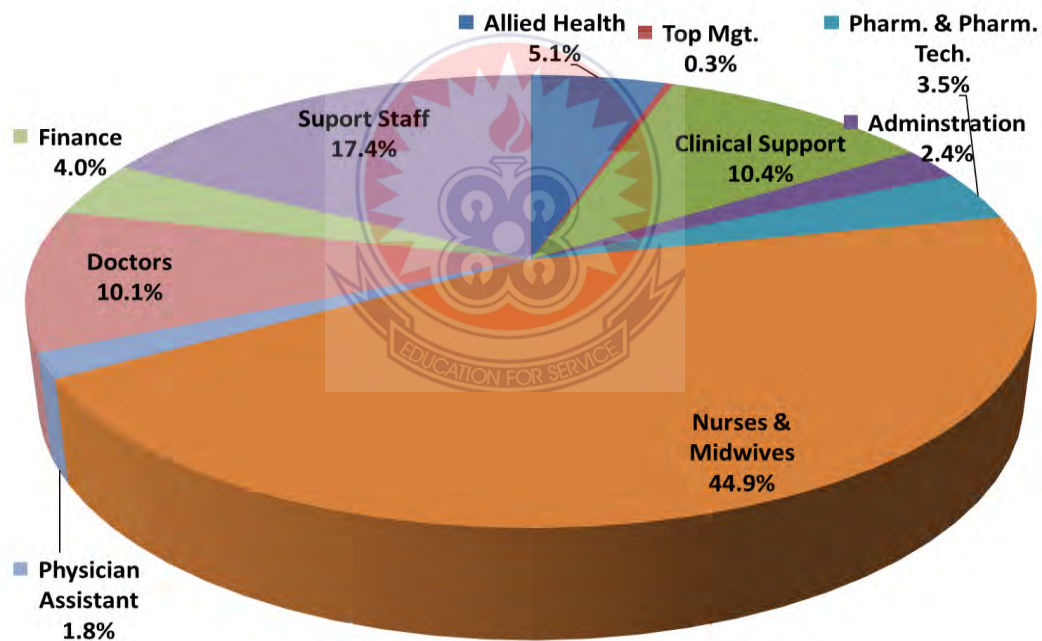
Research design presents how a particular research is structured and the various components that make it a whole coupled with the various strategies that are used together in addressing the core purpose of the study. This study used quantitative techniques in handling the data. This was facilitated by the literature review concerning motivation and its effect on employees and organisation in general. The study being descriptive in nature employs the use of survey as a major tool for the research exercise. The survey was carried out at the various departments selected at KATH. In order to meet the acceptable ethical codes of conduct of KATH, the authorisation to carry out the study in the selected departments were taken into consideration before gathering any data from these departments. The population consists of all the employees of KATH. Based on the different category of departments, the use of multi-stage sampling technique was adopted for the study to select the sample size. This means that the researcher grouped the stakeholders from different departments who have similar characteristics or belong to the same profession or status in one category. The use of questionnaire as the main data collection instruments for the study.

3.3 Population

The population of the study consists of all the employees of KATH. This include all the employees in the various departments such as central administration, planning, budgeting and rating, revenue, finance, audit, legal and security to mention a few. The total number of the study population was 3,519.

Figure 3.1: **Categories of Professional Groups**

Figure 3.1 below indicates the categories of staff that were in the hospital during the period under review.



Source: Survey data, 2017

3.4 Sampling Techniques and Sample Size

The study employed the use of multi-stage sampling technique for selecting individuals for the sample size. Due to the fact that the population of KATH was a cluster type, it became necessary for the researcher to identify the total number of employees in each department and then take a percentage out of them to represent each department. With reference to this study, the sample size was selected from the various sampling frame being the list of individuals from each department at KATH. After this, the total number of each of the stakeholder categories were ascertained. This ensures unbiased representation of individuals within the sample. A stratified sampling technique was used in selecting the sample size. The sample size was obtained / calculated using mathematical computations adopted from Brewer and Miller (2003).

$$\text{Where } n = \frac{N}{1+N(\&)^2}$$

N= sample frame

A= 10% margin of Error

Details of the sample size are presented in Table 3.1.



Table 3.1: Sample Size

Department (KATH)	Population	Sample size
General Administration	435	19
Anaesthesia and Intensive care	215	16
Child health	295	18
Diagnostics	156	17
Eye, Ear, nose and throat	153	17
Domestics	150	17
Emergency medicine	306	18
Family medicine	198	18
Medicine	366	18
Obstetrics and Gynaecology	448	19
Oncology	54	14
Oral health	68	15
Pharmacy	47	14
Surgery	351	18
Technical services	105	16
Trauma and Orthopaedics	172	17
Total	3,519	271

Source: Field survey, 2017

3.5 Sources of Data

For the purpose of this study, the primary data consists of data from the questionnaires used for the study. The secondary data on the other hand, deals with reports from the various department and other reports from journals, articles, books and newsletter relevant to the study.

3.6 Data Collection Instruments and Procedure

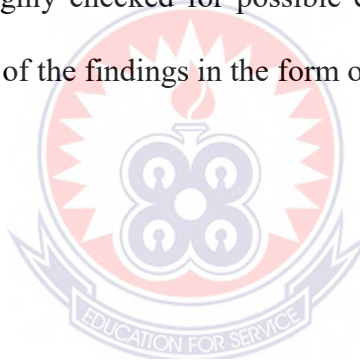
The main instrument that served the basis for data collection was questionnaire. The questionnaire consists of close and open - ended questions. With the open-ended, participants are given the opportunity to give out their opinion on the subject by writing out what they think is the case. The participants are confined in choosing appropriate response from the provided options by the researcher. The questionnaire is made up of five sections. The questionnaire was distributed to the participants at the various departments mentioned earlier, to be completed in one week.

3.7 Pilot Study

In order to ensure that the questionnaire conducted are more accurate, reliable and credible, a pilot study was conducted to test the nature of questions framed. This was conducted at the Suntreso Government Hospital. All detected errors and ambiguities in the questions were catered for before the final administration of questionnaire at KATH.

3.8 Data analysis

The responses at the end of the data gathering exercise were analysed by the use of descriptive statistics and inferential statistics. This was facilitated with the use of Statistical Package for Social Sciences (SPSS). The use of descriptive statistics that concerns the presentation of facts as they are without necessarily going beyond its existence were employed. In view of this, the results obtained from the data gathered were presented per the outcome without any other additions or omissions. Inferential statistics were employed in addition to the descriptive statistics to make inferences from the results obtained based on other possibilities. This was to facilitate the discussion of the study. To ensure effective, accurate, consistency and reliable results, the data were thoroughly checked for possible errors and if any, corrected before making the final presentation of the findings in the form of tables, graphs and charts.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter deals with presentation of results obtained from the data analysis. Interpretations were carried out on the said results to make it more meaningful so that it can be easily communicated. Motivational strategies adopted by KATH, effects of motivation on efficiency, performance and productivity in general were discussed in the fourth chapter. It was realised that 215 employees responded out of 271 selected and this gives a response rate of 79%.

4.2 Demographic Characteristics of Respondents

The demographic characteristics of respondents in this study include their gender, age, number of years worked at KATH and educational background. These formed the basis for analysing their demographics.

4.2.1 Gender of Respondents

It was appropriate to identify gender characteristics of respondents in the analysis. The results indicate the number of males as well as females who responded to the study.

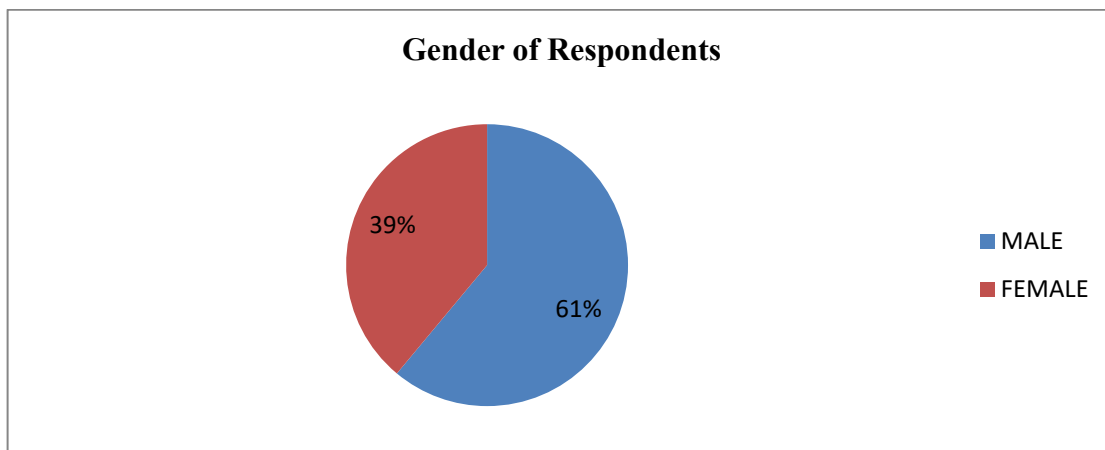


Figure 4.1: Gender of Respondents

Figure 4.1 presents gender characteristics of respondents. It was realised that most of respondents were males and obtained 61% whilst females accounted for 39%. The results imply that there were more male respondents than females during the survey.

4.2.2 Age interval of Respondents

Age of respondents were important to ascertain since it was possible to have divergent views on how they are motivated and influence on their performance and productivity in general.

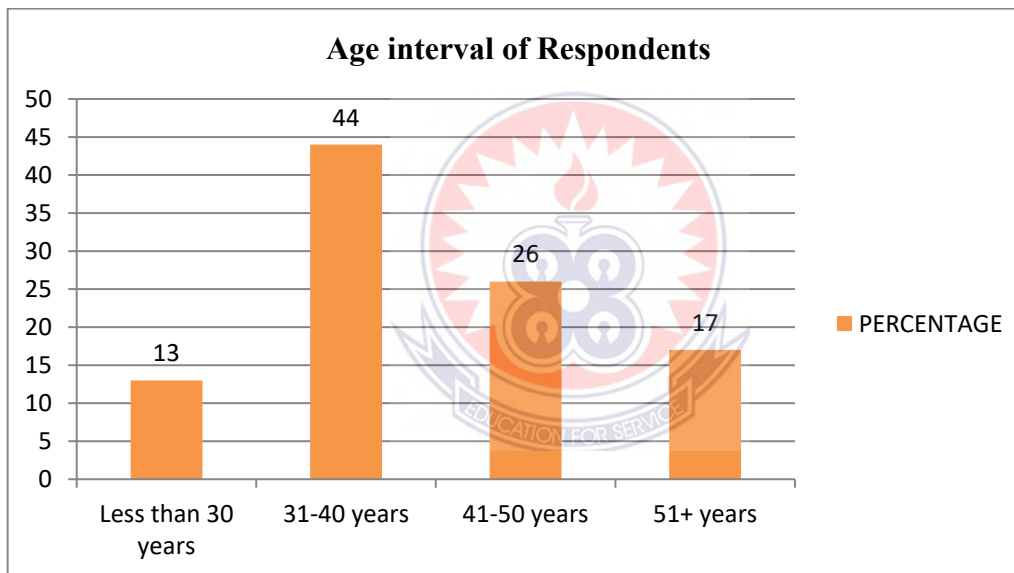


Figure 4.2: Age interval of Respondents

Source: Field survey, 2017

Figure 4.2 presents the age distribution characteristics of respondents. It is shown in Figure 4.2 that majority of respondents were 31-40 years constituting 44%. Next to this were respondents with 41-50 years obtaining 26%. Some of the respondents happen to be 51+ years and constituted 17% and the least been less than 30 years. Per this outcome, the results indicate

majority of respondents are in their youthful ages. Seniwoliba and Nchorbono (2013) emphasised that age of employees affect their level of motivation.

4.2.3 Educational background of Respondents

Educational background of respondents were significant to identify since an employee's educational qualification might influence his/her expectations on motivational packages to be benefited from KATH.

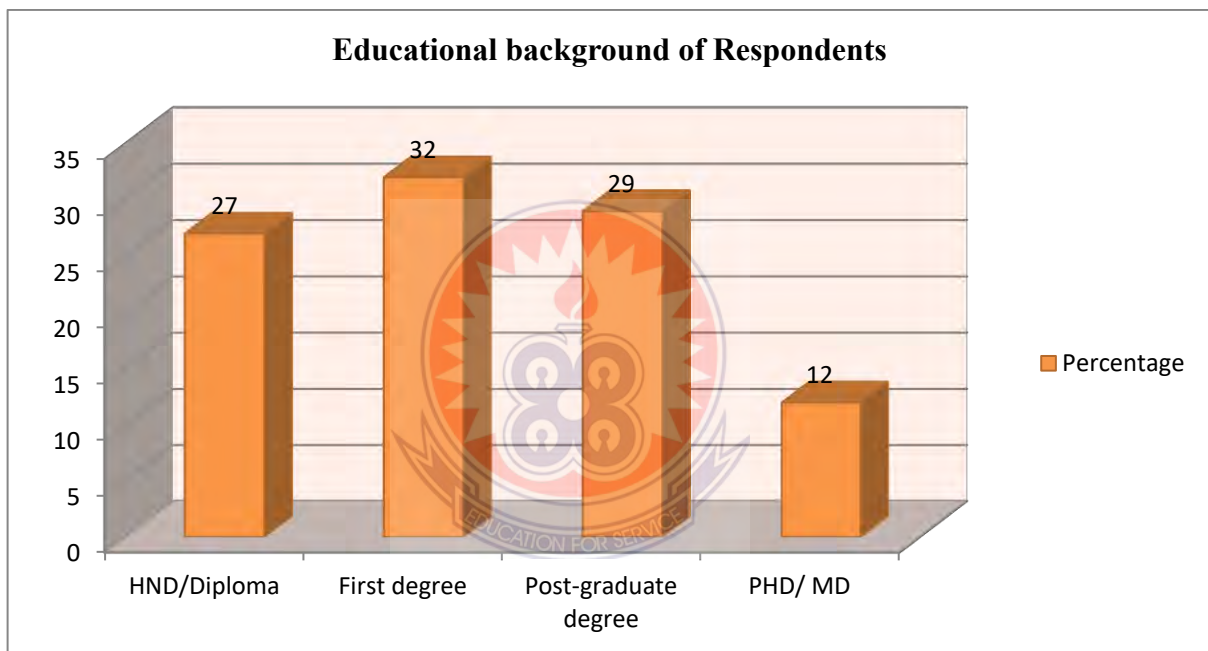


Figure 4.3 Educational background of Respondents

Source: Field survey, 2017

Figure 4.3 presents educational background of respondents. It was realised that majority of respondents were 1st degree holders who obtained 32%. Next to this were those with post-graduate degree and respondents from this category constituted 29%. Some respondents were found to have attained HND/Diploma (27%) and 12% had attained PHD/MD. The results indicate majority of respondents were highly literates. There was a positive link of a person's

educational background and motivational strategies offered. For instance, it was found that most of the directors and other heads of departments at KATH have had considerable higher educational background. Motivational packages given to these categories of employees are higher than the rank and file in the organisation. This suggests that educational background of an employee indirectly influence their motivational packages since their positions or statuses are sometimes linked to their qualifications.

4.2.6 Number of years Respondents have worked at the KATH

This brings to explain the number of years that the respondents have served at KATH. It is quite obvious that an employee's experience is likely to have influence on his/her desire for certain motivational packages. Figure 4.4 shows the number of years the respondents have served as an employee.

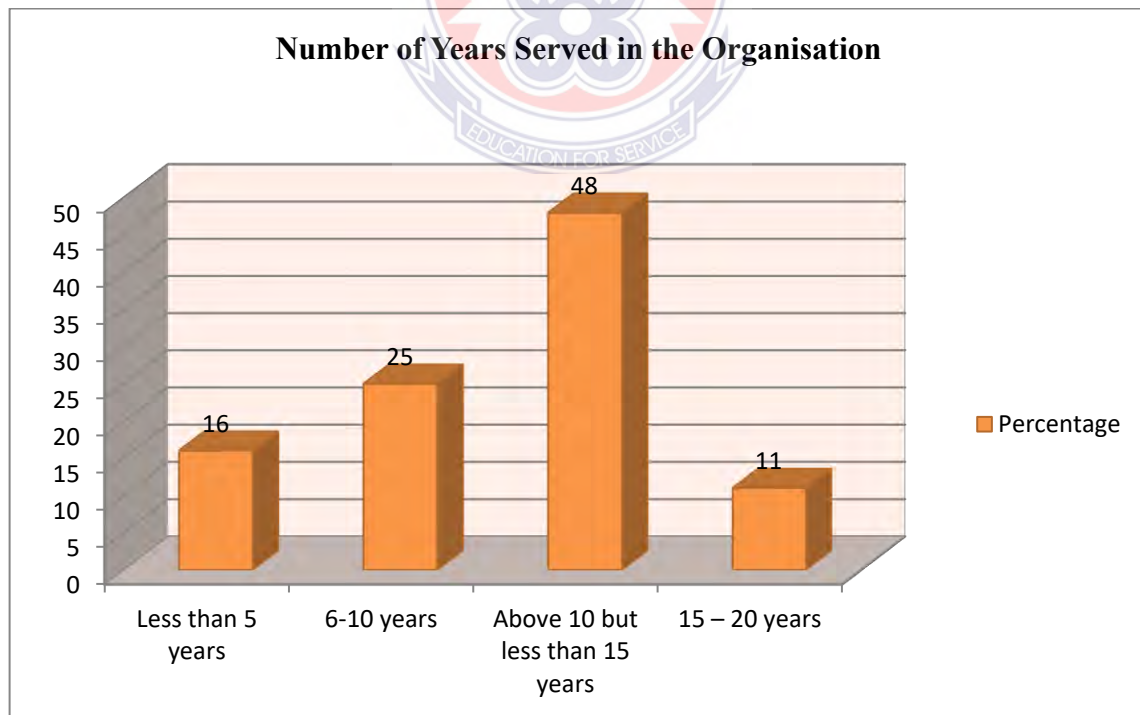


Figure 4.4: Number of years Respondents have worked at KATH

Source: Field survey, 2017

Ascertaining the number of years respondents have served at the hospital was crucial to the study in the quest to know their level of experience on their job and its impact on relevant issues such motivation. It was evidenced in Figure 4.4 that majority of respondents had served for more than 10 years but less than 15 years and constituted 48%. It was found that 25% of respondents had been at the hospital for 6-10 years. This was followed by some respondents (16%) who emphasised that they have served for less than 5 years. The result implies that majority of respondents have some considerable adequate level of experience on the job and were conversant with the purpose of the study.

4.3 Factors affecting motivation in Organisations (KATH)

It was appropriate to identify factors which influence motivation in organisations with specific reference to KATH. Table 4.1 present opinions of respondents on various underlying factors that affect motivation at KATH.

Table 4.1: Factors affecting motivation in Organisations (KATH)

Item	Mean	SD
The quality of supervision	3.60	.20
Social relationships with the work group	3.68	.17
Degree to which individuals succeed or fail in their work	3.53	.20
Comparison to what others collect influences peoples	3.75	.19

Source: Field survey, 2017

Respondents were probed to identify the underlying factors which affect motivation in organisations. The responses shown in Table 4.1 indicate that one of the most dominated

factors enumerated by respondents has to do with comparison of employees to what their colleagues receives as benefits and other conditions of services elsewhere (Mean= 3.75, SD= .19). Comparisons are made on conditions of services employees benefits on their job as against that of their peers in other departments or organisations. When employees feel that they are disadvantaged in terms of salaries and other benefits compared to what their peers enjoy, it will serve as a major source of demotivation to the said employees. On the other hand, employees who perceives that there is equity and fairness in administration of wages and salaries within their organisation will definitely give out their best towards output. Manzoor (2012) stressed that for organisations to achieve its goals and objectives, its employees should be satisfied on their job to boost their morale in carrying out their activities.

It was found that employment relationships also influence motivation in organisations (Mean= 3.68, SD= .17). Harmonious relations in organisations are crucial in ensuring success in the achievement of goals and objectives. Healthy working relations among employees is critical in building smooth and conducive working environment. This helps in promoting good interpersonal relationships among workers and reduce the tendency of workplace conflicts. Harmonious working relations improve dissemination and utilisation of information among employees. Effective utilisation of information is also significant to the success of organisations. Hazifa et al. (2011) maintained working relations in organisations have major stake in motivating employees. Shadare et al. (2009) stressed that the performance of employees in organisations are largely dependent on motivational strategies adopted. The quality of supervision also influence motivation in organisations (Mean= 3.60, SD= .20). Supervision ensures that the conduct of employees are well monitored and tracked to identify whether there is progress or deviations from assigned task. Well supervised employees are

able to deliver on the job since mistakes are corrected. Wilson (2010) reiterated quality of supervision has the tendency to influence and motivate employees in organisations.

4.4 Factors affecting job satisfaction in organisations (KATH)

Respondents were probed further to identify factors that affect their satisfaction on the job.

This was necessary since desires and wants of employees' are different from one another.

Table 4.2 present the factors which affect job satisfaction at KATH.

Table 4.2: Factors affecting job satisfaction in organisations (KATH)

Factors affecting job satisfaction	Mean	SD
Personal expectations	3.73	.21
Career opportunities	3.69	.19
Job influence	3.38	.21
Team and job challenge	3.55	.23
Education	3.15	.20
Job tenure	3.18	.26
Managerial position	3.12	.23
Marital status	3.02	.20
Experience	3.42	.25
Working conditions	3.87	.21

Source: Field survey, 2017

In responding to the issue of factors responsible for influencing job satisfaction in organisations, it was established in Table 4.2 that working condition was the most dominant factor employees consider on the job (Mean= 3.87, SD= .21). Working condition entails the

kind of salary, bonuses, promotion, incentives and other fringe benefits provided for employees. This determines to a large extent how committed employees will be on the job. Failure to provide adequate and attractive conditions of service for employees can damp their spirit towards the attainment of organisational goals. An employee is more likely to work hard when given adequate and attractive working conditions. This supports the position of Kahya (2007) that working conditions in an organisation was a major contributor to influencing employees' job satisfaction.

Next to working conditions was personal expectations (Mean= 3.73, SD= .21). The desires and wants of an employee on the job also do contribute to his/her satisfaction. The expectations an employee perceives to get influences his/her behaviour and attitude towards work. Employees are more likely to work effectively and efficiently when their expectations are met. Wilson (2010) in his submissions noted that personal expectations was a key player in affecting employees' job satisfaction. Moreover, opportunity to advance an employee's working career also affect his/her level of job satisfaction (Mean= 3.69, SD= .19). When employees feel that there are opportunities in their organisation to advance and develop their career, it builds trust, confidence and loyalty in them. These will reduce the tendency of high employee turnover in the organisation with its ripple effects. Given room for employees to aspire in undertaking challenge jobs with certain responsibilities and duties instill loyalty in them since have the conviction that they might occupy high positions in future. Wilson (2010) emphasised that given employees to advance their career in organisations leads to increase in job satisfaction.

4.5: Motivational strategies adopted by organisations

Motivational strategies are the policies established by organisations to improve the welfare of its employees. Table 4.3 presents the various motivational packages provided for employees of KATH.

Table 4.3: Motivational strategies adopted by organisations

Motivational strategies	Mean	SD
<i>Extrinsic</i>		
Incentives	3.45	.20
Salaries	3.88	.18
Bonuses	3.17	.22
Promotion	3.79	.20
Fringe benefits	3.71	.22
Security	3.64	.19
Average	3.61	.20
<i>Intrinsic</i>		
Recognition	3.73	.21
Performance feedbacks	3.08	.19
Empowerment	3.70	.19
Opportunity for good training for employees	3.14	.20
Career advancement	3.62	.21
Sense of belonging	3.53	.19
Average	3.47	.20

Source: Field survey, 2017

Table 4.3 presents motivational strategies given to employees in organisations. From the responses, salary was the most distinguished factor which motivates employees in

organisations (Mean= 3.88, SD= .18). Monetary inducement is an essential determinant factor which motivates people. Employees are extrinsically motivated highly when they are content with their salaries. Employees who feel that their efforts match their salaries are likely to give out their best to the realisation of organisational goals than employees with poor notion on their monetary gains. Muogbo (2013), Kahya (2007), Carrol (2001), Houran, (2010) and Sara et al. (2004) shared similar views that salary was an influential tool which motivate employees to achieve high performance. Unsatisfactory salaries provided for employees usually lead to burnouts in the affected victims and their actions can have repercussions on other industrious employees to develop negative attitude and behaviour toward work.

The second most dominant factor rated by respondents was promotion (Mean= 3.79, SD= .20). Opportunity to get been promoted to serve in high positions is another issue which motivate employees to perform better in organisations. In most cases, the promotion comes with increment in salaries and other fringe benefits. The provision of such opportunities for employees help in boosting their morale towards work. Aidis (2005) and Meyer and Peng (2006) emphasised that promotion influence employees to perform better in organisations. Apart from the two mentioned extrinsic motivation factors, respondents alluded recognition was also major motivating factor which affect performance of employees in organisations (Mean= 3.73, SD= .21). Recognition is where management acknowledges the efforts of their subordinates by commending them or praising their actions. The recognition can also be in the form of given opportunities to subordinate to be part of key decisions which affects their wellbeing in the organisation. When these are properly done, it pushes employees to work hard and thereby improving performance and productivity as well. Mullins (2005) and

Cornick and Tiffin (2007) agreed that given due recognition to employee's effort in organisations helps in promoting efficiency and improve performance.

4.5 Remuneration affect performance of employees in organisations (KATH)

The researcher sought to ascertain whether salaries and wages are influential motivators which affect the performance of employees. Figure 4.5 presents respondents' response.

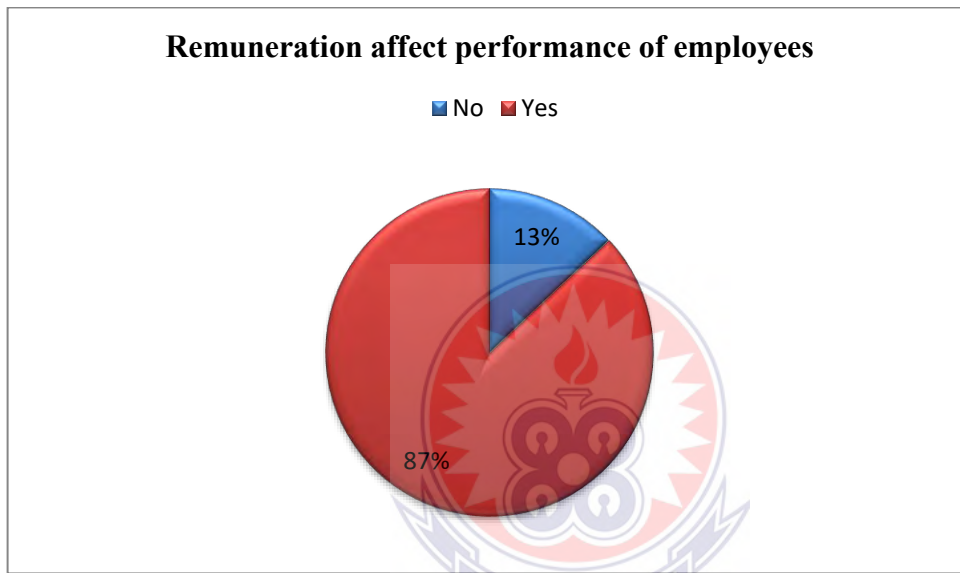


Figure 4.5: Remuneration affects performance of employees in organisations

Respondents were further probed to ascertain whether remuneration at the hospital have influence on their performance. The responses indicated in Figure 4.5 shows majority of respondents (87%) alluded remuneration play key role in influencing their efforts in their organisation. However, 13% indicated otherwise and noted that remuneration was not the only motivating factor. The satisfaction employees gain in their remuneration affects their level of commitment and zeal to give out their best towards the achievement of set goals and objectives in organisations. A good and attractive remuneration will motivate employees to work hard whiles poor and unattractive remuneration in organisation will promote dissatisfaction among

employees and will subsequently demoralise their efforts towards assigned task. Bryan and Sell (2011) emphasized that better remuneration can positive influence activities of employees in organisation due to the inherent motivation it instills in the workforce.

4.6.1 Relationship between Motivation and Performance of employees

It was imperative to identify the relationship between motivation and performance of employees and responses to this effect are shown in Table 4.4.

Table 4.4: Relationship between Remuneration and Performance of employees

		Motivation	Performance
Pearson	Motivation	Correlation coefficient	1.000
		Sig. (2-tailed)	.827
		N	.005
	Performance	Correlation coefficient	215
		Sig. (2-tailed)	.827
		N	.005
			215

Source: Field survey, 2017

Correlation is significant at the .05 level (2-tailed)

From Table 4.4, a Pearson's correlation coefficient of .827 indicates a strong positive relationship between motivation and performance of employees in organisations with specific reference to KATH. This means that, as the motivation improves, there is a corresponding influence on employee performance. The relationship is significant at the .05 alpha level ($.005 < .05$). When better motivation systems such as remuneration are put in place in organisations, performance of employees are improved. The implementation of good remuneration structure in organisations for instance, have the tendency of building trust, confidence and loyalty in employees. The existence of these mentioned element can positively

influence the performance of employees. Good remuneration for employees will mean that their financial positions will be of sound one and improve the quality of life as well as improvement in their standard of living. A financially sound employee will have positive control over purchasing power and thereby lead to conducive lifestyle in terms of needs as against might. This supports an earlier position of Meyer and Peng (2006) that favourable remuneration in organisation is one of the best strategies and policies that can improve performance of employees and productivity in general.

4.7 Relationship between Motivation and Efficiency in organisations

Respondents were probed to ascertain as to whether motivation affects efficiency of employees at KATH. Efficiency in this regard involves the rate at which employees are able to execute their function satisfactorily to enhance attainment of organisational goals.

Table 4.5: Relationship between Motivation and Efficiency in organisations

			Motivation	Efficiency
Pearson	Motivation	Correlation coefficient	1.000	.682
		Sig. (2-tailed)		.005
		N	215	215
	Efficiency	Correlation coefficient	.682	1.000
		Sig. (2-tailed)	.005	
		N	215	215

Source: Field survey, 2017

Correlation is significant at the .05 level (2-tailed)

Table 4.5 presents relationship between motivation and efficiency. The researcher in his quest to achieve the purpose of study probed in establishing relationship between the two variables. It was established that there was a correlation coefficient of .682* which indicates strong

positive relationship between motivation and efficiency of employees in organisations. This suggests that an increase or improvement in the quality of motivation will affect efficiency of employees towards their work. This means that, as an organisation adopts prudent strategies to motivate their employees, it leads to efficiency in operations of the organisation through improved efforts. The relationship is significant at the .05 alpha level ($.005 < .05$). This is in line with assertions by Aidis (2007) and Meyer and Peng (2006) that prudent motivational systems in organisations will lead to efficiency. Well-motivated workforce will have sound minds to conduct organisational activities in a more efficient way than a frustrated and demotivated employee who feels neglected and cheated by the employer.

4.8 Relationship between Motivation and Job satisfaction in organisations

The researcher found it appropriate to identify whether motivational strategies adopted by KATH have influence on employees' job satisfaction. Table 4.6 presents the relationship between motivation and job satisfaction of employees.

Table 4. 6: Relationship between Motivation and Job satisfaction in organisations

			Motivation	Job satisfaction
Pearson	Motivation	Correlation coefficient	1.000	.720
		Sig. (2-tailed)		.005
		N	215	215
	Job satisfaction	Correlation coefficient	.720	1.000
		Sig. (2-tailed)	.005	
		N	215	215

Source: Field survey, 2017

Correlation is significant at the .05 level (2-tailed)

From Table 4.6, it was established that there was a positive relationship between motivation and job satisfaction. A correlation coefficient of .720* obtained shows clearly that indeed an increase in the provision of prudent motivational packages for employees in organisation will have corresponding improvement on job satisfaction. This means that, as motivational systems improve, there is a corresponding positive influence job satisfaction. The relationship is significant at the .05 alpha level ($.005 < .05$). Employees are satisfied on the job when their expectations are met. Motivational factors such as educational levels, pay, fringe benefits, promotion, position, job characteristics and tenure have the tendency of influencing employees positively by increasing their satisfaction on the job. The nature of job (job description, rotation, enrichment and provision of attractive conditions of work can lead to improved job satisfaction. Ghinetti (2007), Bryan and Sell (2011) and Wilson (2010) shared similar views that job satisfaction can be tremendously achieved through implementation of good motivational packages in organisations.

4.9 Relationship between Motivation and Commitment of employees in organisations

Commitment of employees in an organisation determines to a large extent its survival. Table 4.7 shows responses on whether motivational systems in an organisation (KATH) affect employees' commitment.

Table 4. 7: Relationship between Motivation and Commitment of employees in organisations

			Motivation	Employee commitment
Pearson	Motivation	Correlation coefficient	1.000	.654
		Sig. (2-tailed)		.005
		N	215	215
	Employee commitment	Correlation coefficient	.654	1.000
		Sig. (2-tailed)	.005	
		N	215	215

Source: Field survey, 2017

Correlation is significant at the .05 level (2-tailed)

A correlation co-efficient of .654* obtained indicate a strong and positive relationship between motivation and employee commitment. It can be stated that motivation in organisations are positively related with commitment levels of employees. This pre-supposes that an increase in the provision of good motivational packages for employees will have corresponding increase in their commitment levels. This assertion was set at significant level of 0.5. Provision of adequate motivation for employees will make them feel being part of the organisation. When this happen, it reduces the tendency of high employee turnover which has the potential of negatively affecting performance of the organisation. When employees are committed to their work, it helps in promoting efficiency and effectiveness in their output. Committed employees work harder to achieve their targets and even may want to exceed. Seniwoliba and Nchorbono (2013) emphasised that the survival of organisations highly depends on how motivated the workforce are and to some extent their commitment levels.

4.10 Relationship between Motivation and Productivity of organisations

Respondents once again were further probed to identify the relationship between motivation and productivity and the responses to this were presented in Table 4.8.

Table 4.8: Relationship between Motivation and Productivity of organisations

			Motivation	Productivity
Pearson	Motivation	Correlation coefficient	1.000	.748
		Sig. (2-tailed)		.005
		N	215	215
	Productivity	Correlation coefficient	.748	1.000
		Sig. (2-tailed)	.005	
		N	215	215

Source: Field survey, 2017

Correlation is significant at the .05 level (2-tailed)

The results presented in Table 4.8 show a strong positive relationship between motivation and productivity of organisations. This assertion was backed by a correlation co-efficient of **.748** which was set at significant level of 0.5. This result indicates that an increase motivation will have a significant effect on productivity levels in organisation. Adopting right strategies to motivate employees will not only improve their performance but increase the productivity in general. Sound motivational policies in organisation affect employees behaviour and attitude towards work which yield positive output. Aryeetey (2011) stressed that provision of adequate intrinsic and extrinsic motivational system is good for enhancing job satisfaction and productivity.

4.11 Perceptions of Employees on the level of motivation in their organisation

Respondents were asked to give their opinion on how they perceive motivational levels at KATH. Responses in Figure 4.6 present how employees perceive motivational packages available at KATH.

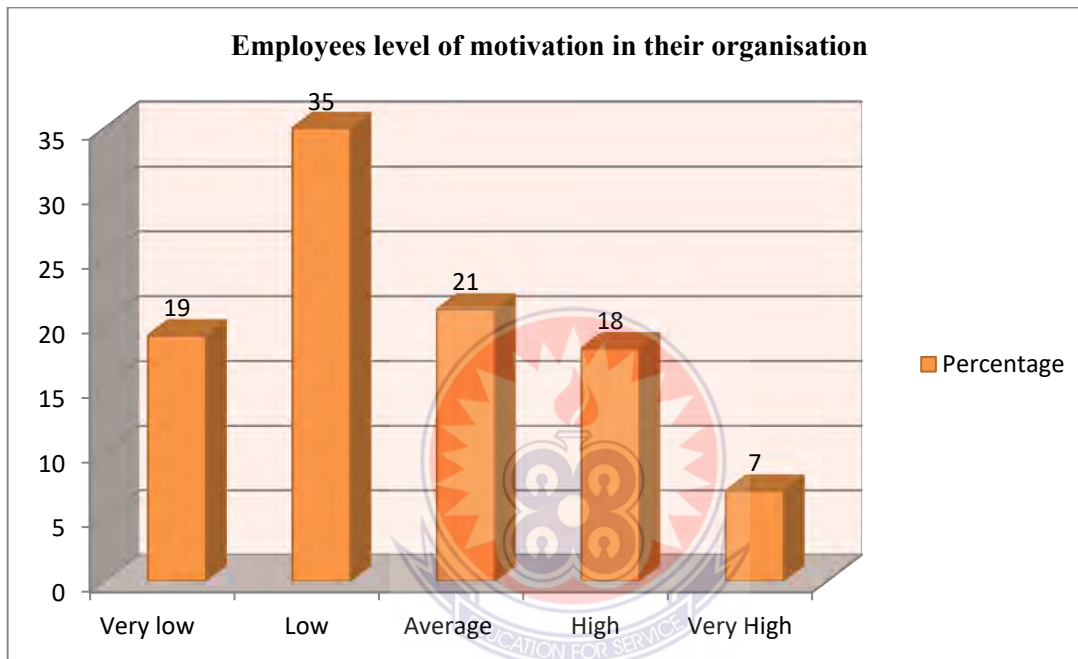


Figure 4.6: Perceptions of Employees on the level of motivation in their organisation

Source: Field survey, 2017

After establishing relationship between motivation and productivity, it was appropriate in probing further to ascertain the level of motivation perceived by respondents. As captured in Figure 4.6, it was clear that majority of respondents perceive motivation at KATH to be low (35%). It was further stressed by 19% who indicated that motivational packages at the hospital were low. However, 21% indicated that provision of motivational packages for employees at KATH was on the average whereas 18% and 7% rated it to be high and very high respectively. The results imply that majority of respondents are not content with the level of motivational

policies put in place by the hospital. This means that there is still a lot to be done on the nature of motivational packages given to employees of KATH by the government.

4.12 Employees level of enthusiasm and morale towards their job and the organisation

Respondents after given their opinion on the level of motivation at KATH found it appropriate to identify their enthusiasm and morale toward their job and the organisation as a whole.

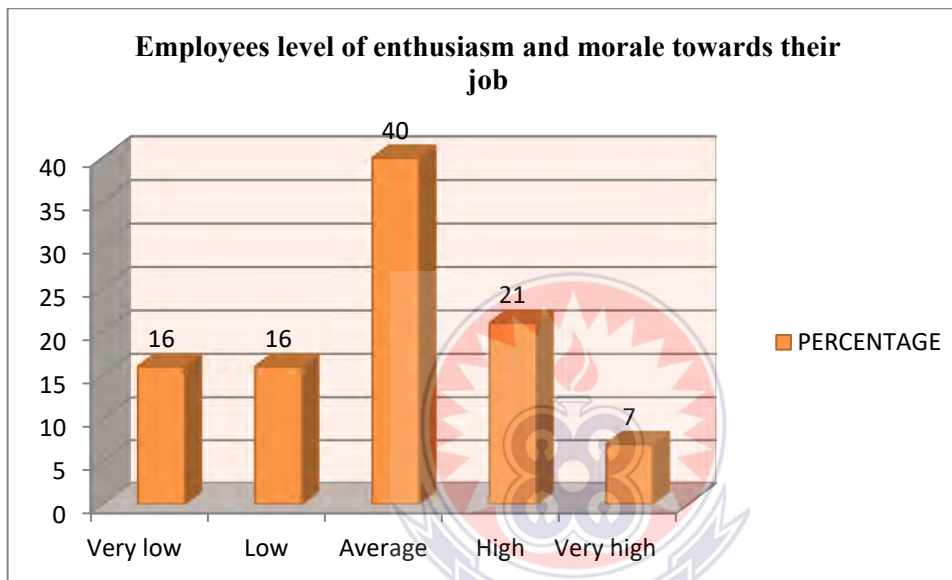


Figure 4.7: Employees level of enthusiasm and morale towards their job and the organisation

Source: Field survey, 2017

Despite the low level of motivation at KATH, respondents were further probed to ascertain their level of enthusiasm and morale towards their job and the organisation in general. It was established in Figure 4.7 that on the average, majority indicated that despite the low motivational packages for them, they were willing to give out their best towards attainment of organisational goals and objectives. However, 32% of respondents not enthused or commitment to such course.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five deals with the presentation of summary of key findings obtained from study. It also presents conclusions drawn from findings, Implications of the Study to research and recommendations to provide the way forward in ensuring effective motivational policies in organisations with specific reference to KATH. Suggestions for future studies are also spelt out in this section of the study.

5.2 Summary

The study sought to identify various motivational packages adopted by KATH to improve performance and productivity of employees and the organisation in general. The study was conducted based on content theory which addresses what particular needs a person is trying to satisfy and the working environment which seeks to satisfy those needs. The literature review captures the following major themes; concept of motivation, extrinsic motivation, intrinsic motivation, performance, motivational process and strategies, levels of employee motivation, theories on motivation, factors affecting motivation in organisations, role of motivation in organisation, motivation and employee performance. The target population consists of all the employees of KATH (3,519). Based on the different category of departments, the use of multi-stage and stratified sampling techniques were adopted for the

study to select the sample size of 271 using sample size determination formula by Brewer and Miller (2003).

In addressing the issue of factors affecting motivation in organisations, it was found that employees compare their conditions of service with their colleagues and this can either affect their performance positively or negatively depending on how it is approached. Employees who feel they are at a disadvantage compared to their peers will not be influenced positively to give out their best in achieving organisational targets. Quality of supervision was essential in enhancing efficiency and effectiveness in the affairs of employees' activities. Well supervised employees are positively motivated to excel in their task assigned to them. Harmonious employment relations are crucial in motivating employees to attain their targets. Majority of respondents held the view that working conditions was the most determinant factor which influences job satisfaction. Provision of adequate and conducive condition of services for employees have major role in their satisfaction on the job. Personal expectations of employees have strong stake in affecting job satisfaction. Employees are well satisfied when they are able to achieve desired wants and needs upon carrying out their duties and responsibilities. The performances of employees are positively improved when given opportunity to advance their career in their organisation.

Salary was regarded as the most inducing motivator adopted by organisations to motivate. The success of every organisation largely depends on the quantum and structure of its salary or wages administration. Attractive salaries motivate employees to improve their efforts toward achieving productivity. Promotion was the second most rated factor that most respondents felt can motivate them. Promotion gives employees opportunity to accept challenging jobs and

elevated to serve in high positions. Aside these extrinsic motivational strategies, recognition, empowerment and sense of belonging were other motivational strategies adopted to influence attitudes and behaviour of employees to achieve desirable results of organisations. There were strong positive correlation between motivation and efficiency, employee commitment, job satisfaction and productivity in organisations with specific reference to KATH.

5.3 Conclusions

The study sought to identify the various factors that affect motivation in organisations (KATH). From the results, it was established that employees usually compared their conditions of service with that of their peers within the same organisation and in some cases externally. Through this comparison, most employees felt their welfare were not attractive and satisfactory. Employees who perceive their condition of services to be satisfactory are highly motivated to perform better on the job than those who felt otherwise. This suggests that better and attractive conditions of service, harmonious working relations and adequate and effective supervision were major influential tools which affect the conduct of employees at KATH.

The second objective which the study sought to achieve was to identify motivational strategies adopted by KATH. It was evidenced from the responses that factors such as salary, promotion, fringe benefits, recognition and empowerment were pivotal in influencing conduct of employees at the hospital. However, it was found that the provision of these items mentioned were not satisfactorily done to meet employees expectations at the hospital. This suggests that the hospital has not achieved its purpose of using these strategic tools to motivate their employees since majority of employees indicated their displeasure to this issue.

Moreover, the study identified whether there was a relationship between motivation and performance of employees at KATH. The results indicate motivation has strong positive relationship with performance of employees. The performance of employees' were positively correlated with their motivational packages. The performance of employees improves when provided with attracted and satisfactory motivational packages. The provision of adequate motivational packages leads to efficiency in the conduct of employees. However, since the provision of motivational packages have not been effective at KATH performance is likely to suffer.

The study sought to identify relationship between motivation and productivity at KATH. It was established that there was a strong positive correlation between motivation and productivity of employees and the organisation in general. The study found that effective motivational packages for employees increase productivity levels. The apathy in some employees due poor motivational policies can affect the levels of productivity. The existence of unattractive motivational system at the hospital as enumerated by majority of respondents suggest the hospital is likely to face challenges in its level of productivity.

5.4 Implications of the Study to research

The earlier studies in the literature failed to offer the empirical support on the assessment of motivational strategies adopted by organisations and its effect on employees' performance. Results from the study have in a marginal ways to handle this gap within literature by providing the empirical support about how motivational strategies undertaken by the organisation to improve their employee's performance.

Similarly, a lot of researches reported how ineffective most motivational strategies programs turn out to affect employee performance. However, within the context of this study it became evident that employees' motivation has positive influence on employee performance.

5.5 Recommendations to management

- The respondents indicated that attractive conditions of service, harmonious working relations, adequate and effective supervision were major influential tools which affect the conduct of employees at KATH. Based on the above, it is recommended that the management of KATH should ensure that there is a better condition of service and good interpersonal relationship among employees since it has influence on organizational performance.
- It became evident that the disparity in salaries and promotion among employees are problematic and therefore in the effort to curb the situation, the hospital through the government should resign their system to promote parity. It is therefore recommended to management of KATH to ensure that there exist attractive motivational packages for employees. This will help boost their morale and instill empathy in them to achieve set targets.
- The analysis shows that there is a positive relationship between employee motivation and employee performance. This implies that whenever employee motivation increases employee performance will also increase. Based on this, the management of KATH should do their possible best to motivate employees so as to increase their performance.

- Apathy on the part of some employees to work effectively was another challenge to the hospital yet, these employees in question demands conducive welfare facilities. Employees should also develop good attitudes and behaviours on their job. This will help matching of their efforts and appropriate deserving rewards they seek to achieve.

5.6 Suggestion for future studies

The study was focused on only KATH without considering other hospitals in the Ashanti Region. It is expected that future studies concentrate on examining the impact of financial motivation on performance of organisations using hospitals in Ashanti Region as the case study.



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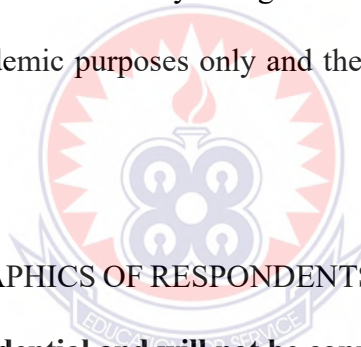
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APPENDIX

ASSESSING THE IMPACT OF MOTIVATIONAL STRATEGIES ON PERFORMANCE OF EMPLOYEES OF KATH

QUESTIONNAIRE FOR EMPLOYEES

This study is being conducted to assess the Impact of motivational strategies on performance of Employees of KATH. The researcher is a Master of Business Administration (Organisational Behaviour and Human Resource Management) student who would appreciate very much if you could take some time off your tight schedule to complete the questionnaire. The questionnaire is for academic purposes only and the responses will be treated with the utmost confidentiality.



SECTION ONE: DEMOGRAPHICS OF RESPONDENTS

All responses will be confidential and will not be connected in any way to yourself or your institution.

1. Please indicate your gender. *(Please tick)*

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. What is your age category? *(Please tick [√])*.

Under 30 years	<input type="checkbox"/>	31 – 40 years	<input type="checkbox"/>
41 – 50 years	<input type="checkbox"/>	51 + years	<input type="checkbox"/>

3. How long have been working in Ghana Education Service? *(Please tick)*

Under 5 years	<input type="checkbox"/>	5 – 10 years	<input type="checkbox"/>
Above 10 but less than 15 years	<input type="checkbox"/>	15 – 20 years	<input type="checkbox"/>
Above 20 but less than 30 years	<input type="checkbox"/>	Above 30 years	<input type="checkbox"/>

4. What is your highest academic qualification?

PhD/Medical Doctor	<input type="checkbox"/>	HND	<input type="checkbox"/>
Masters	<input type="checkbox"/>	Others (specify)	<input type="checkbox"/>
First Degree	<input type="checkbox"/>		

SECTION TWO: OPINION OF EMPLOYEES ON THE FOLLOWING STATEMENTS REGARDING FACTORS AFFECTING MOTIVATION IN ORGANISATIONS

5. **TO WHAT EXTENT DO YOU AGREE ON FACTORS AFFECTING MOTIVATION IN ORGANISATIONS?** Please rate using a scale of 1 to 5: strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5). *(Please tick the box which best reflect your view).*

Factors affecting motivation in Organisations	Score				
	1	2	3	4	5
The quality of supervision					
Social relationships with the work group					
Degree to which individuals succeed or fail in their work					
Comparison to what others collect influences peoples					

Other (please specify)						

6. TO WHAT EXTENT DO YOU AGREE ON FACTORS AFFECTING JOB SATISFACTION IN ORGANISATIONS? Please rate using a scale of 1 to 5:

strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5). *(Please tick the box which best reflect your view).*

Factors affecting job satisfaction	Score				
	1	2	3	4	5
Personal expectations					
Career opportunities					
Job influence					
Team and job challenge					
Education					
Job tenure					
Managerial position					
Marital status					
Experience					
Working conditions					

7. TO WHAT EXTENT DO YOU AGREE ON MOTIVATIONAL STRATEGIES IN ORGANISATIONS? Please rate using a scale of 1 to 5: strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5). *(Please tick the box which best reflect your view).*

Motivational strategies	Score				
	1	2	3	4	5
Bonuses					
Incentives					
Salaries					
Recognition					
Performance feedbacks					
Promotion					
Empowerment					
Opportunity for good training for employees					
Career advancement					
Sense of belonging					
Other (please specify)					

8. In your opinion, do you think remuneration affect performance of employees in organisations?

a. Yes [] b. No []

Give reasons for your answer

9. In your opinion, do you think motivation have influence job satisfaction of employees in organisations?

- a. Yes [] b. No []

Give reasons for your answer.....

10. In your opinion, do you think motivational strategies have influence on efficiency of organisations?

- a. Yes [] b. No []

Give reasons for your answer.....

11. In your opinion, do you think motivational strategies have influence on commitment of employees in organisations?

- a. Yes [] b. No []

Give reasons for your answer.....



12. In your opinion, do you think motivational strategies have influence on productivity of organisations?

- b. Yes [] b. No []

Give reasons for your answer.....

13. In what way will you rank the level of motivation in your organisation?

- a. Very low []
- b. Low []
- c. Average []
- d. High []
- e. Very high []

14. How would you rate your level of enthusiasm and morale towards your job and the organisation?

- a. Very low []
- b. Low []
- c. Average []
- d. High []
- e. Very high []

15. In what way(s) can motivational strategies be improved to influence employee commitment at KATH?

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