



National  
College *of*  
Ireland

**EMPLOYEE'S MOTIVATION AND ITS IMPACT ON PRODUCTIVITY AND  
ORGANIZATIONAL PERFORMANCE: A STUDY OF LOCAL GOVERNMENT  
SERVICE IN GHANA.**

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*Thesis submitted in partial fulfillment of the requirements for the award of*

**Master of Science in International Business**

**National College of Ireland**

Submitted to the National College of Ireland, May, 2021

## **ABSTRACT**

Motivation is a key factor that intensifies an employee of an organization or institution to work effectively and efficiently. The Local Government service of Ghana been a public sector institution is tasked to provide effective decentralized administration at the local level in the country. Workers at the local government service of Ghana like any other worker in any organization or institution need the motivation to enhance them to give their utmost best in achieving the institutional goals. Most of the time, the managers do not pay attention to these factors which are very important in motivating the employees. For some, this is because they are not paid their due salary. This behavior increases the employees' dissatisfaction and absenteeism.

The study aims to investigate the motivational factors that assist local government managers to improve organizational productivity and performance. The study utilized a multidisciplinary approach which allowed for flexibility in the way it was conducted. The sample size for the study was limited to one hundred (100) local government employees in Ghana. The study was conducted through an online survey. The process of collecting data was carried out through various means such as emails, Facebook, and WhatsApp. The consent and permission forms were also sent to the survey participants through email and WhatsApp. The data collection process was carried out for two weeks. Primary and secondary data were the main source of data for the study. Questionnaires were the main source of primary data used for data collections; SPSS was used in analyzing data collected for descriptive analysis.

**DECLARATION**

**Submission of Thesis and Dissertation**

**National College of Ireland**

**Research Students Declaration Form**

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## **ACKNOWLEDGEMENTS**

First and foremost, I want to express my gratitude to my supervisor, Anne Cooper, for her unwavering support, encouragement and direction in completing this study. I also express my appreciation and gratitude to the School Library and the Business School for providing all of the services necessary to finish this project.

I want to thank anyone who took part in the survey, without their support, this research would have been impossible to be completed.

Lastly, I want to thank my entire family, Rita Okyere, Collins Owusu, Eric Apusiga and friends for their unwavering affection, motivation, and support during my studies.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 BACKGROUND OF STUDY

An essential role is played by human resources in every organization. This aids the organizations to achieve their set goals and objectives. Good work conditions help employees develop their skills and keep them productive, boost their morale, maintain their competency level in an organization (Bakker et al., 2011). A lot of agents such as the working environment, development opportunities, and job security can affect the performance of employees. However, the most crucial agent which impacts the employee's performance is their motivation (Hafiza et al., 2011).

Currently, there has been a shifting of attention to resource-related parts of a workplace which is said to facilitate the workability of each employee (Fernet et al., 2012). To set an organization apart from others, its workers are seen as one key factor. This, therefore, bemoans organizations to establish a stable workforce to prevent demotivation of the workers. A section of the factors that are known to affect the performance of an employee in an organization is working conditions, job security, and development opportunities, however, when it comes to the employee's motivation, it is the most important factor (Glimskog and Hagman, 2015).

Some factors that affect the performance of employees; however, one that consistently stands out is employee motivation which has been the focal point for various researchers over the past decades (Jensen et al., 2018). An essential aspect of success in an organization is the motivation of employees. With the absence of motivation, there is no gain or a little result (Boamah, 2014). According to Batam (2016), an organization's success is largely dependent on the level of its employees' motivation. When there is no motivation, there is no attainment of better results. Batam (2016) revealed that employees that are satisfied turn out to be more productive, committed, and creative to their employees. Managers can motivate their employees to help the organization by the reinforcement of positive behaviors and retention of employees (Uzonna, 2013). Also, motivation allows employers and their subordinates to be responsible and be

productive in going about their everyday businesses that will a long run aid in the team-building of the employees in the organizations (Osei, 2011).

Most challenges faced by managers globally are how to support employees to work at the highest optimal level for good results. Also, an individual or employee is moved to do an act promptly and also to keep on doing it when he/she is motivated. According to Boamah (2014), a role of motivation is to grow and intensify the inner desire of each individual in the organization to work harder in the position they are placed. Furthermore, organizations risk the loss of important employees when there is no or decreased motivation and morale for the employee, this will be a disadvantage to the organization in employing potential top talents.

The Local Government Service in Ghana is the lead in the provision of services to the citizens at an optimal level. The employees found in this sector need to be motivated by the services provided by the country to its citizens to progress and enhance the financial status of the country. To motivate the employees, the heads and leaders of the organizations must search for the needs of the employees and how to satisfy them to prevent them from shifting their focus away from the organization's work and help them achieve satisfaction (Jensen, 2018). This study will therefore examine the impacts that motivating the employees does on team building and the organization's performance.

## **1.1 PROBLEM STATEMENT**

The motivation of employees is a crucial step in an organization to make sure its workers are satisfied with the working conditions they find themselves in. The inner desire of every employee is developed with motivation and promotes effective and efficient working amongst employees (Boamah, 2014).

Workers of both private and public sectors in any institution or organization in the country depend on motivation as a source of positive action to compel them to work harder and satisfactorily in their various workplaces. Head of various departments or managers sometimes overlooks these motivational factors. This can be intentional or not intentional, where the leaders of the organization would not motivate the workers in any form. Without the motivation of

workers, the organization/institution faces challenges due to the inability of the workers to work to satisfaction.

One of the challenges faced in public sector institutions including the Local Government Service of Ghana is motivating employees (Boamah, 2014). Workers in the civil service of Ghana especially the public sector have been noticed to embark on strikes and demonstrations either for an increase in salary or proper working conditions at their workplaces (Boamah, 2014). The results of these strikes and demonstration impacts productivity negatively. Most of the time, managers do not pay attention to these factors which are very important in the motivation of their workers. For some, this is because managers see workers are paid their due salary and as such, there is no need to motivate them. This behavior increases the employees' dissatisfaction and absenteeism and impacts the overall production capacity of the organization. This study seeks to address this issue on how management and heads of the department of Local Government Service can motivate workers to improve organizational productivity and performance.

## **1.2 SIGNIFICANCE OF THE STUDY**

The research examines motivational factors that encourage employees in the various organizations in Ghana. This research will educate managers and employers about the different ways of motivating their workers to produce the optimal results.

## **1.3 ORGANIZATION OF THE CHAPTERS OF THE STUDY**

The study was arranged by starting from chapter 1 which deals with the general introduction of the study, the study introduction, the problem of the study, research aims, questions and hypothesis, and significance of the study. The next chapter which is chapter 2 is a literature review which dealt with reviewing existing literature under the field under study. Chapter 3 has been the critical chapter focused on the methodologies used in undertaking this research. It covers areas on the research philosophy, research design, population for the study, sampling techniques and sampling size, data collection method, data analysis procedures, and ethical consideration, and validity and reliability. The four chapters of this study focused on data analyses, discussions, and findings. The last chapter of the study will focus on the summary of findings, recommendations, and conclusion.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

The primary idea of this section is the reviewing of different research works on the impacts of motivation on the performance of employees and the team building capacities of the employees in an institution or organization. The chapter is divided into the following topics namely the definitions of motivation, motivation types, motivation impacts on the performance of employees and the different forms of motivation.

#### 2.1 Motivation Definitions

There are different perspectives of motivation that many researchers have decided to explain its meaning. It has been explained from the social, psychological, educational, economics and political point of observation. Problems associated with the motivation of employees are important and cannot be left unattended by organizations/institutes that require the total involvement of the workers to support the overall vision that the organization has.

David and Anderzej (2010) posited that the positive emotional condition that emanates from one assessing their on job experience can be termed as motivation. Motivation is also the cognitive decision making stages with the intentions of producing a character that is intended to aid in the achievement of an aim by the method of initiation and monitoring.

According to Bambang Swasto (2011), motivation is a specific state in the psychological mentality in an individual that appears because of the urge to meet his/her needs.

Motivation is the power that compels individuals to gain set purposes and aims to the achievement of a specified need (Reeve, 2015). Also, motivation consists of physiological, social and psychological components of humans (Carasoli and Ford, 2014). It defines reasons why individuals select a certain line of action compared to others and the reason they proceed with a chosen action, which last for a given time period (Odukah, 2016).

Motivation also illustrates the situations that affect the up rise, behavior and direction that are pertinent in a working area (Reeve, 2015). Motivation is therefore all about what an individual needs and about their emotional needs, which leads him/her in the direction the individual desires to trend (Mullins, 2010).

## **2.2 THEORIES OF MOTIVATION**

Different types of theories linked to motivational are the contemporary theories, the theory of content and the process theories (Badubi, 2017)

### **2.2.1 Contemporary Theories**

These describe what influences and causes the need for motivation in workers of an organization.

### **2.2.2 The Value Precept Theory**

The determination of satisfaction is based solely on individual values and their different vocation because the different organizations hold different opinion system thereby their level of satisfaction is also deemed different. The value precept theory assumes differences between what is expected and what is in the long run gained which can lead to not satisfaction due to how essential the employee's work is viewed (Badubi, 2017).

### **2.2.3 The theory of Equity**

Workers will weigh how much they put in a job and how much the output they get from their work. This therefore implies that, the more the rewards, the greater the satisfaction of the employees. In view of this, if the employees recognize that their input – output ratio as compared with other employees is not equal, they become dissatisfied and are not motivated to do their jobs (Badubi, 2017).

### **2.2.4 Theories of Process**

It generally illustrates how motivation evolved and ways in which satisfaction can be gained. It determines the connections at workplaces that are essential in the influencing of the character and actions of the employees are skills and performance in which the increase in effort brings about an increase in performance levels.

### **2.2.5 Porter-Lawler's Model**

The model shows the details of the connection that is between the performing of a work and the way the manager behaves. It is involved with the character of an individual which is generally influenced by factors both externally and internally. The person involved makes their personal choices which is linked to the character and the aims set by the person..

### **2.2.6 The Expectancy Theory**

The expectancy theory created by Vroom describes a worker that receives motivation to a good level of effort, gains the assurance that his efforts can show a good performance in the organization. It defines that motivating individuals is through having the knowledge of how much can be received (Boamah, 2014). Determinant variables for performance

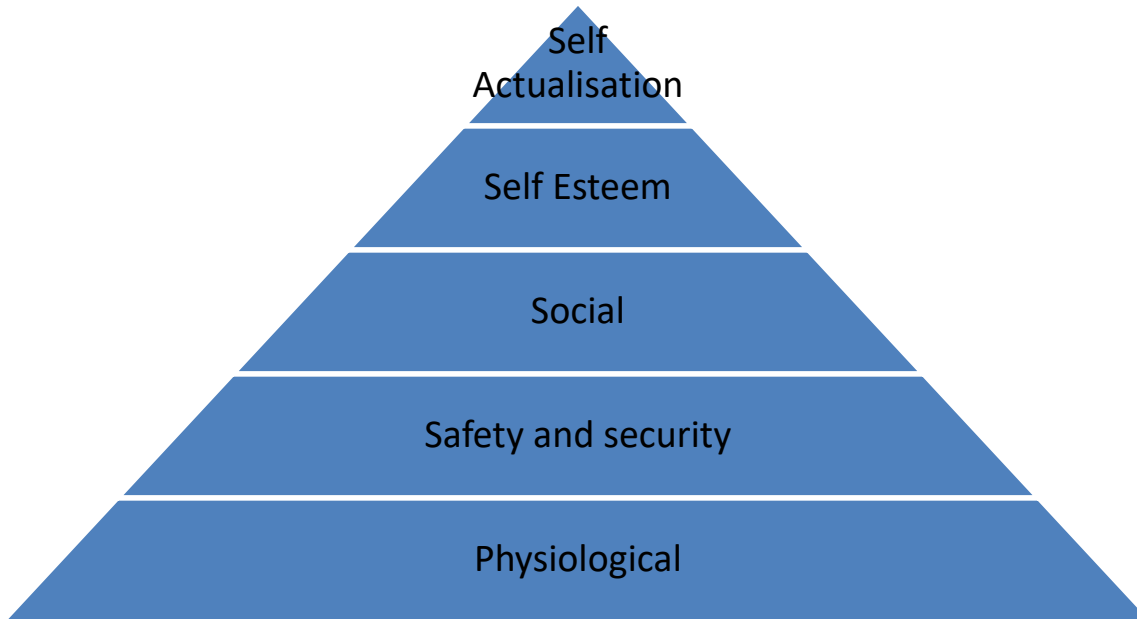
### **2.2.7 Theories of content**

It emphasizes on motivation at work places and has its aims on the provision of the need of workers as a way of motivation. A need is a requirement for living well and motivation of an employee, dependent on the level of urgency given to the needs,

### **2.2.8 Maslow's Hierarchy of Needs**

It describes the known issue that, as people advance in the life they have, they desire to increase and the need they have are pushed to the front by way of its priority. The theory is built upon the primary biological, social, physiological and physical attractions of individuals. It talks about five steps that is involved in the needs of people which is expected to be achieved.

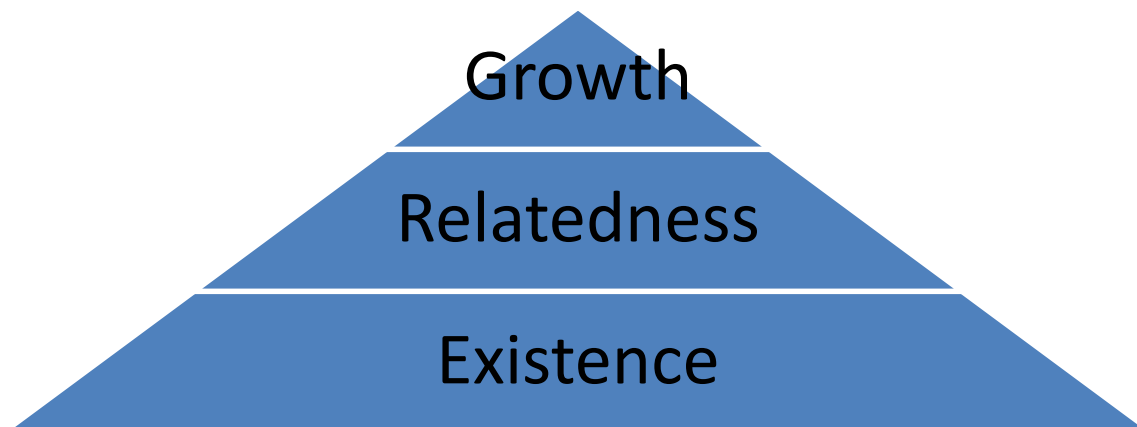




**Figure 2.1: Maslows Hierarchy of Needs**

### **2.2.9 The Existence Theory**

In 1972, Alderfer added to the definition of Maslow's theory breaking it into three basic steps called the growth, relatedness and existence. The theory talks about the not fulfilling of the needs at the lower step before moving upwards contrasting the theory of Maslow. It also shows that persons can receive motivation in order to get a primary need satisfied.

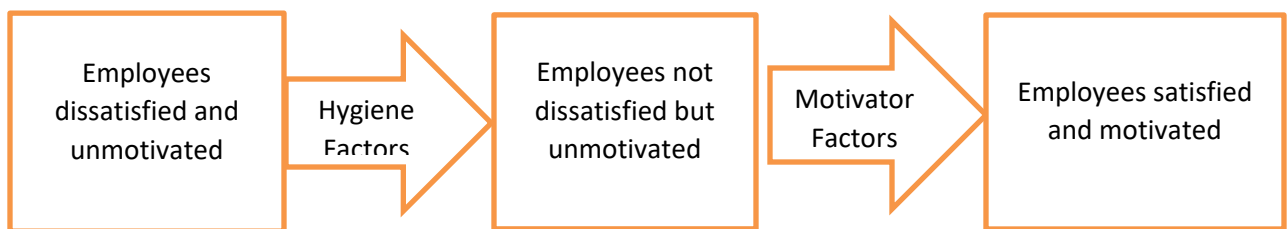


**Figure 2.2: Alderfer's existence theory**

**2.2.10 Herzberg's Two-Factor Theory/ Motivator-Hygiene** The theory is also called the Motivator Hygiene has its foundations from a research that was done among accounts and engineers to provide what makes an individual feel good or about the work they perform (Saif et al., 2012).

It was revealed that there were certain factors linked to satisfaction at the workplaces. It is essential to maintain the standard of motivation that exists between employees. Ways in which employees of institutions are demoralized is through political influence in the institution, the style of management and supervision (Badubi, 2017).

There must be a provision of positive motivation therefore priority must be provided to motivation factors and not only factors linked to hygiene. The describes two different parts of the factor called hygiene and motivators or satisfiers



**Figure 2.3: Herzberg Two-Factor Theory**

## 2.3 TYPES OF MOTIVATION

### 2.3.1 Intrinsic Motivation

Intrinsic motivation is one that is linked with rewards psychological such as an opportunity to exhibit the capacity of an individual to do a work at hand. Also, the rewards can be in the psychological form in which they are ones that can be known by the character of the managers. Behaviors from motivation from the inside of individuals are can bring about inflexibility, imagination and spontaneity (Osei, 2011).

Intrinsic motivations are characters that are noticed in the absence of any apparent reward with the exception of the work. Motivations from the intrinsic aspect relies on the work quality they bring out and are expected to have an in depth impact due to the inherent characteristics in the individual (McForson, 2012).

### **2.3.2 Extrinsic Motivation**

These are characters that controls activities and visible to the employees to have a glimpse of. Various types of motivation are money, laws and regulations. It is related to tangible rewards that such as increase in payments, promotion, good conditions at work place. These are in place to be provided to an employee in the work environment. This is brought about at the level of the organization and may push out individual managers in charge of departments. Again, these can have a ready impact on the worker but it will not necessarily be long due to the new expectation of the employee.

### **2.3.3 The theory of Self Determination**

This theory is a combination of both the intrinsic and extrinsic. It shows how motivations affect situational responses in different situations and also the social and cognitive development and personality (Legult, 2017). It is based on an assumption that basically individuals will naturally push themselves by involving new experiences and actions. This is done by nursing their needs, interests and desires and connecting with others and the whole world (Legult, 2017).

There are six fundamental theories of self-determination. They are:

### **2.3.4 Cognitive Education Theory**

This theory explains the way internal and external events affect the intrinsic motivation for people (Legult, 2017). CET determines that external tangible rewards, deadlines and evaluations tend to reduce feelings of autonomy and thereby allows for a change in perceived locus causality from internal and external. Feelings of being competent and feelings of autonomy are crucial for intrinsic motivation.

When individuals are intrinsically motivated, they are not concerned with what results they get from the work they engage in. Intrinsically motivated individuals do their work based on a hidden satisfaction in performing their duty. However, extrinsic motivated individuals are concerned with performing an action because there is a reward or motivation associated with it.

CET shows that intrinsic motivation can be improved or undermined depending on the level of external events, interpersonal contexts and internal proclivities affect the individual's autonomy and competence perceptions.

When social and internal conditions facilitate satisfaction of the needs of the individual for autonomy and competence, there is an increase in intrinsic motivation. Also interpersonal contexts can have effects on intrinsic motivation depending on whether they are seen as informational (Legault, 2017).

### **2.3.5 Causality Orientation Theory (COT)**

COT is more channeled towards the inner resources of an individual where it is thought to grow with time and create a basis of motivation at the broad level personality. According to COT, a social and developmental history of autonomy congruent experiences are more likely to determine an autonomous causality orientation when an individual tends to regulate behavior as a function of personal interest and values which is based on intrinsic motivation and autonomous forms of extrinsic motivation. However, controlled orientation has a tendency to see toward controls and events in the environment to regulate behavior and basically concerned with ways to behave in a way to conform to expectations and demands.

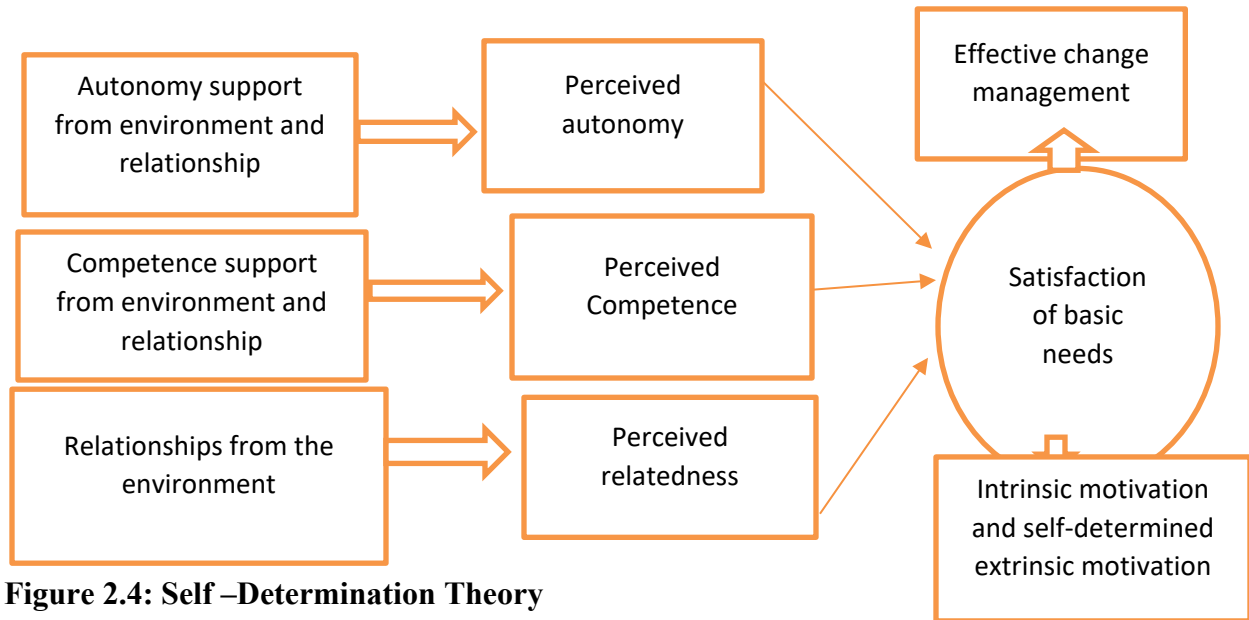
The controlled orientation is associated with self-consciousness and geared towards the outwardly feeling as well as a higher interpersonal defensiveness whilst autonomy orientation is associated with positivity with self-esteem and self-actualization as well as an everyday well-being and satisfaction of basic psychological needs (Weinstein et al., 2012).

### **2.3.6 Orgasmic Integration Theory (OIT)**

OIT deals with the processes by which individuals get the motivation to carry out behaviors that are intrinsically interesting. It also shows that people tend to integrate their experiences by internalizing, reflecting and endorsing the values and behavior that are essential in their surroundings. The process is however spontaneous and adaptive thereby leading people to sanction and cohere with their social environment. The more a behavior is internalized the greater it becomes integrated with the self-conscious of an individual and serves as a basis for self-determined motivation.

The degree to which a behavior is internalized is important for a successful performance and persistence of that particular behavior. Autonomous forms of motivation play an essential part in long term persistence in sports.

This study will adopt the self-determination theory. Self-determination theory has been researched into for the past four decades; the success of self-determination theory is based on its degree of comprehensiveness and testability. Self-determination theory offers a broad framework which enables us to understand human motivation and personality by explaining all psychological needs required to optimize motivation, engagement and well-being.



**Figure 2.4: Self –Determination Theory**

## 2.4 Approaches and its Effects on Employees motivation

Employees are motivated in several ways in an institution. The approach of motivation is defined as tools and techniques that is employed in the motivation of employees. The heads and management of the various institutions use these techniques and tools to promote the performance of their employees. The following are some of the ways employed in motivating their staff members.

**Salary/Wage increment:** This way of motivation is a permanent one. The productivity level of the employees grows when their salaries, bonuses and payments are increased. This implies that when there is motivation and satisfaction on the side of the employees, there is a directly linked increase in production and in the end adds value. According to Judische (1996) the payment increment of salaries in organizations and institutions have be observed to increase productivity.

According to Trank et al. (2002), the sense of safety in employees can be accessed when they work and receive good salaries and allowances that is a mere appreciation of their works. Even though appreciation of their work is a good way of motivating the employees, salaries being increased are much wanted.

**Recognition:** recognition of an employee's work done serves as a positive tool. Thus, it promotes an effective and efficient work done by employees. When they are appreciated for a good work done it boost their morale to work.

The recognition and appreciation of employees helps to bring out the best to project their talents, skills and abilities to the solving of problems in the organization. Again, when people feel they are known, they become are more positive about themselves therefore use what they have (skills) to contribute. This promotes a positive, productive and innovative organizational environment.

**Praise:** This method is recognized as one of the effective ways of motivating an individual. Complimenting and thanking people for what they do are observed to be used as a way for motivating employees. The moment employers appreciate the efforts of their employees, they tend to work and perform better, this produces higher business productivity.

**Assigning of new roles:** According to Odukah (2016) when employees are given higher roles and responsibilities at work, it serves as a source of motivation for unsatisfied employees. Employees who are given new roles and high responsibilities are motivated to work harder due to the fact that they recognize that their efforts will set positive results and bring them recognition from their employers.

## **2.5 Employee Motivation and Productivity**

According to Odukah (2016), the working conditions of employees, performance and training affects him or her when motivated. An example was given by Kuranchie-Mensah and Tawiah

(2015) who pinpoint that due to the risk involved in the mining industry, motivation for employees in this sector is well done by the management so as to improve performances of workers and detain them.

Also, in other to attain the set goals of an organization, Mcforson (2012) in his writings suggested that employees should be allowed to participate in the organizational process. Moreover, Nair and Ganesh (2016) researched the effect of motivation, stress and reward benefits on employee performance among professionals, that employee motivation is the best way to ensure maximum efforts toward delivery within the stipulated time. The study found that there are significant relationships among compensation benefits, motivation, and work-stress and job performance

Muogbon (2013) also reported that there is a link between employee motivation and the organizational performance. The study further revealed that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.

Aderibigbe (2017) studied the relationship between employee motivation and productivity among bankers in Nigeria. The study was aimed at examining the relationship between employee motivation and productivity. A total of 95 males and female bankers were sampled purposively and conveniently for the research. The ex-post facto research design was adopted for the study. Data was collected through the administration of questionnaires to the participants of the research. Two hypotheses were formed and tested. The findings showed that, there is a significant positive relationship between employee motivation and productivity. Also, the study concluded that employee motivation is an essential factor in ensuring of higher level of productivity amongst employees.

Batam (2016) studied the influence of leadership styles and motivation of employees' job satisfaction. The research was aimed at exploring whether the influence of leadership styles on the motivation and job satisfaction of employees in an organization. A random sampling method was used in the selection of participants. Data was gathered through the administration of questionnaires. Data was analyzed by using the normality test, regression deviation, reliability test, test for validity, linear regression and test of hypothesis. The results indicated that leadership motivation indeed affected the employees' job satisfaction.

Conrad et al. (2015) studied the motivation factors for employees between the perceptions held by physicians and physician leaders. The objective of the research was to investigate what motivators were the most important to physicians and if the leaders of physicians with the need physicians place on specific motivational aspects. A sampling size of 2547 physicians and physician leaders were sent surveys through a link on the internet to be filled to gather data for the research. The findings of the survey indicated that leaders should be more concerned with the ensuring the variety, challenge and engagement as an active part of physician's work.

## **2.6 Ghana's Local Government**

The Local Government Service is a public Service institution established by the Local Government Service Act, 2003 (Act 656) which has been repealed and replaced with the Local Governance Act, 2016 (Act 936). The Service exists to secure effective administration and management of the decentralized local government system in the country. The vision of local government of Ghana is 'A World Class Decentralized and Client Oriented Service'. The motto of Local government service in Ghana is 'To Support Local Government to deliver value for money services through: the mobilization, harmonization and utilization of quality human capacity and material resources to promote local and national development'. The motto of Ghana's local government service is Decentralization, Democracy, and Development. The function of Local Government Service in Ghana is to ensure

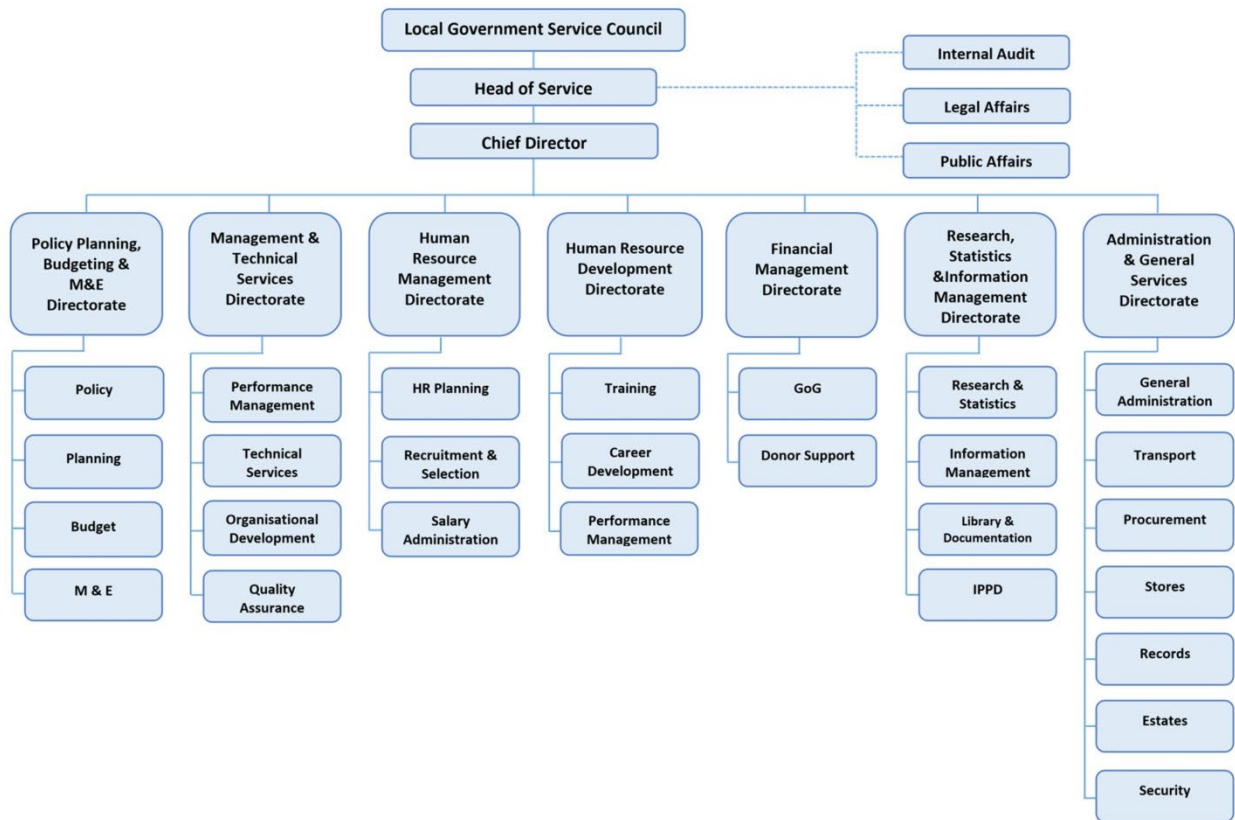
- provide technical assistance to MMDAs and RCCs to enable them to effectively perform their functions
- conduct organizational and job analysis for RCCs and MMDAs
- conduct management audits for RCCs and MMDAs in order to improve the overall management of the Service
- design and co-ordinate management systems and processes for RCCs and MMDAs, and
- Assist the RCCs and MMDAs in the performance of their functions under Act 462, Act 480, and any other enactment, etc.

The Local Government Service of Ghana is structured as below and head by Dr. Nana Ato Arthur, the Chief Director of the Local Government Service of Ghana is Mr. James Oppong-



Mensah. Workers in the local government of Ghana are classified under senior staff, junior staff, temporary employees, permanent employee and contract employee.

The Local Government Service of Ghana explains their categories of workers as follows: senior staff, junior staff, and temporary employee, permanent and contract employee.



**Figure 2.5 Organogram of Office of the Head of Local Government Service (OHLGS)**

**Grading of workers:** Workers at the Local Government Service of Ghana are graded under the following ranks.

**Table 3.1 Grade of employees and salary**

<b>Categories</b>	<b>Grade of staff</b>	<b>Yearly Salary in Ghc</b>	<b>Yearly Salary in Pounds</b>
A1	Head of service, Chief Director, Regional Coordinating Directors, <b>(GRADE 23)</b>	45,012.29	5,922.67
A2	National Directors, Regional Directors, District Department Director, District Coordinating Director <b>(GRADE 21)</b>	45,012.29	5,922.67
B	Deputy Directors <b>(GRADE 17)</b>	25,807.19	3,440.96
C	Middle-level management and support grades <b>(GRADE 16)</b>	22,934.75	3,057.97
D	Junior support service employees <b>(GRADE 15)</b>	20,382.02	2,717.60
E	Sub-technical <b>(GRADE 12)</b>	14,305.64	1,907.41
F	Utility grade <b>(GRADE 8)</b>	8,923.20	1,189.76

Workers of the assembly/ municipal assemblies are entitled to various allowances such as fuel allowance, training allowance, car maintenance allowance, risk allowance, professional allowance and many more. Workers of the local government service of Ghana are also entitled enjoy the following working conditions.

1. Promotions
2. Postings
3. Transfer and secondment
4. Learning and training and development
5. Leave, allowance and staff welfare

## **Conclusion**

In conclusion, the review of literature was able to capture needed concepts in regards to the topic at hand. The factors that motivate employees in organizations have been researched by through the various types of motivation models. Also, various procedures in the selection of employees for motivation were studied by Trank et al. (2002), Judische (1996) and Odukah (2016). Lastly, the impact of motivation on the employees' performance was researched by Kuranchie-Mensah and Amponsah –Tawiah (2015), McForson (2012), Mamdani and Minhaj (2016), Aderibigbe (2017) amongst others. These aided the researcher to understand the problem at hand and to provide needed solutions to it and also by coming up with objectives and specific research questions for this study.

## **CHAPTER THREE**

### **RESEARCH OBJECTIVE AND QUESTIONS**

#### **3.0 OBJECTIVES**

The main objective of the research is to assess employee motivation and its impact on team building and the performance of employees

The specific objectives are:

- To identify the factors that motivate employees in organizations in the Local Government Service of Ghana
- To assess the identified ways in which employees are selected to be motivated.
- To assess the impact of motivation on the employee's performance.

#### **3.1 RESEARCH QUESTIONS**

The research questions for the study are as follows;

1. What are the factors that motivate employees of the Local Government Service of Ghana -Mankranso District Assembly of Ghana?
2. What are the ways employees of the Local Government Service of Ghana -Mankranso District Assembly of Ghana are selected to be motivated?
3. What are the impacts of motivation on the employees' performance and organizational productivity?

#### **3.2 RESEARCH HYPOTHESIS**

The research questions and objectives were used as a guide in deriving the research hypothesis. The research hypothesis comprises dependent and independent variables. The independent variable for the study is employee motivation and the dependent variable is productivity and organizational performance. The independent variable motivation may either impact the dependent variable productivity and organizational performance negatively or positively. The following hypothesis was derived for the study.

Hypothesis:

1. A well-motivated staff in the local government put in their utmost best in achieving organizational goals.
2. Workers of the Local Government Service of Ghana prefer to be motivated intrinsically rather than extrinsically.
3. An increase in motivation significantly increases organizational performance and employee productivity.

After stating the research objective, research questions and the research hypothesis, the next chapter expounds on the approach or methodology used in the attainment of the research objective and also addressing the research questions

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.0 Introduction**

The study seeks to identify the impact of employee motivational factors on productivity and organizational development at the local government levels. This chapter gives a vivid explanation of the methodologies and research design used in the study. It further describes the research design adopted for the study, the study population, sampling techniques and sampling size, data collection instruments, ethical consideration, validity and reliability of data, and data analyzing procedures.

#### **4.1 Research Rationale**

The researcher acknowledged a gap in the shifting of attention to resources related to parts of a career to facilitate the functioning of the employee after reviewing the various literature on employee motivation. To set an organization apart from others, its workers are seen as one key factor. This hence bemoans organizations to establish a stable workforce to prevent demotivation of the workers. This research explores the gap in the understanding of employee motivation

between the private and the local government sectors. It focuses on the various factors that affect an employee's performance and how they can be shifted to enhance productivity. Most studies on employee motivation focus on the private sector while ignoring the local government level. This study addresses the gap between private organizations to the public organization on how workers in the public sector will be motivated and well supported to enable the public sector to be more productive.

## **4.2 Research Philosophy**

Research philosophy is well-defined as pathway chosen by research in adopting or selecting the type of research approach, methodologies, and data collection tools in order to have enough knowledge to answer the research questions well, Saunders et al. (2016). Saunders et al (2016) pinpointed that the research philosophy adopted by a researcher will enable the researcher to obtain knowledge on how the world is viewed through assumptions and beliefs. According to Quinlan et al (2011) research conducted around the globe includes a philosophical framework that guides and enables the researcher to answer research questions based on the framework chosen for the research.

### **4.2.1 Epistemological and Ontological Assumptions**

In philosophical framework two main approaches are considered, these are epistemological and ontological assumptions. Ontology is a philosophy that involves the understanding of existence, nature of being, nature of reality, and the nature of becoming. Ontology involves the questioning on the grouping of entities into categories and how these entities exist on a fundamental level (Moon and Blackman, 2014 and Quinlan et al 2011). On the other hand, epistemology is a concept of philosophy that is much concerned about knowledge. It involves the study of philosophy, ethics, logic, and metaphysics. Epistemology involves acquiring knowledge through methods and validity. In epistemology philosophical assumptions of knowledge is acceptable (Saunders et al. 2016 and Quinlan et al 2011). Epistemologists study the nature of knowledge, issues related to problems, and the ration behind beliefs. According to Bryman and Bell (2015), epistemologists acquire knowledge in their various fields of study which is considered acceptable. This study will adopt the epistemologist approach and as such explain the type of epistemology below:

## **Interpretivism**

The interpretive approach believes that society is molded or formed by the actions and individuals' contribution. The interpretive approach is most qualitative and focuses on the understanding of human behavior and nature (Thompson 2015 and Quinlan et al. 2011). The interpretive approach involves narrations, interpretations of human behavior, stories and perceptions of the participants for the study and mostly the use interviews, observation as data collection tools (Saunders et al, 2016).

## **Positivism**

In positivism much focus is placed on scientific evidence, it is the study of human behavior through the collection of data and interpretation of the data to suit the research objective. In the positivism approach data collected are mostly quantifiable and are obtained through experiments, research, and numerical facts leading to statistical analyses (Saunders et al. 2016). The positivist approach will be used in collecting data for this research on how employee motivation impacts organizational performance as this approach is them fit for the study.

## **4.3 Methodological Paradigms**

The research methodological paradigms help in achieving the purpose of the research when. The quantitative research method was adopted for the study as it was deemed fit to enable the researcher to achieve the research goals. Qualitative, quantitative, and mixed-method are the types of methodological paradigms used for research.

### **4.3.1 Qualitative Research Methods**

According to Farnsworth (2019), qualitative research is an exploratory research which seeks to have a clear understanding on human's knowledge, idea, opinions, and experience through a verbal interaction between the researchers and respondents. This is normally done through interviews which may be structured or semi-structured with the motive of solving a research problem; the sampling size for qualitative research methods is mostly small compared to that of quantitative (Defranzo 2011). For the study, 200 participants are spread across Ghana which will make it difficult to interview these respondents, furthermore, we are not in normal times for face-to-face interviews, and as such the researcher deems it inappropriate to use this research method for the study.

### **4.3.2 Quantitative Research Method**

The quantitative research method involves the use of quantifiable data for solving problems. Quantitative research focuses on statistics and this can be done through surveys, administration of questionnaires. Most researchers adopt the quantitative research method when the study involves a lot of variables and when the study population and sampling size are huge. Due to the sample size of 100 respondents a questionnaire for the study was used. Due to the COVID 19 pandemic strict restrictions have been put in place for travelling and as such the researcher will conduct the research using an online survey as interviews cannot be granted. Considering similar studies conducted by Muogbor (2013), Aderibigbe (2017), and Batam (2016) on employee motivation and organisation performance, the quantitative research methods was adopted in achieving a successful research aim.

### **4.3.3 Mixed Method Approach**

Both quantitative and qualitative research methods are used when a researcher wants to use interviews, observation, and questionnaires as data collection tools. This is adopted for small sampling size; this helps the researcher to get sufficient time to conduct the research. Research conducted with the mixed-method is the combination of both positivist and interpretive approaches. The main reason why most researchers adopt this approach is to gain an in-depth understanding of the field of study. Although this approach is the best fit for the study, the time



constraint, the sampling size, and the COVID 19 pandemic make it impossible to use this approach for the study.

#### **4.3.4 Methodological Choice – Research Strategy**

The study adopted a deductive, quantitative and exploratory approach after reviewing all the various philosophies and paradigms. The research is exploratory as it studies or investigates problems that have not been thoroughly researched in the past. Research conducted in the past focuses basically on employee motivation and its influence on performance in the private sector ignoring the private sector. The large nature of respondents made it deem fit to move from the normal trend of exploratory research which focuses most on qualitative data to quantitative research methods.

#### **4.4 Data Collection**

According to Saunders et al, 2016 & Bhat, 2019) one of the crucial components of every research is data collection. Data collection methods involve all the procedures or means information (data) were collected for a study.

##### **4.4.1 Primary Data**

Interviews, observation, experiments, surveys, and questionnaires are use in the data collection. The purpose of this primary data obtains sufficient knowledge on the field of study to enable the researcher to solve the research questions. The source of primary data adopted for the study was an online survey questionnaire. The researcher developed research questionnaires through the help of Google Drive, this was appropriate and convenient due to the non-normal time due to COVID 19, and this will prevent the researcher from having any physical contact with respondents. The link for the survey was from Ireland to respondents through emails and phone numbers in Ghana which were monitored by the researcher on a laptop or phone. The researcher adopted this approach because it is more sustainable and inexpensive as this involves no printing and traveling. Also, the outcome of the research was more reliable as the researcher was not able to influence respondents' answers. The limitation of adopting this online survey questionnaire is

the researcher was not available to explain things to respondents if they did not understand any question asked.

#### **4.4.2 Secondary Data**

Secondary data was obtained for the research through online publications, journals, and articles on the field of employee motivation and organizational performance. These articles, journals were used for chapter two of the study and would use to beef the discussions in chapters four and five.

#### **4.5 Validity and Reliability**

Most quantitative research compared to other research methods gives accurate and reliable results (Golafshani, 2003). Research questionnaire reliability is acceptable when the Cronbach alpha exceeds 0.6 (Sekeran, 2003). The researcher measured the reliability of the questionnaires for the study with SPSS to ensure that the questionnaires exceed 0.6 before administering the research questionnaires. On validity the researcher will seek the view of an expert in the field of employee motivation to review the research questionnaires if they deem fit for the study, the questionnaires on similar studies will be used after the approval of the researcher supervisor ensuring that all recommendation by the supervisor is been followed.

### **4.6 STUDY POPULATION**

The population comprises a group of individual workers in the local government service of Ghana who have the same characteristics which enable them to be differentiated from a group.

#### **4.7 Sampling**

The sampling techniques are probability and non-probability sampling techniques. The selecting of a given number from a population for a study is called sampling. The various sampling technique is explained below:

##### **4.7.1 Probability Sampling Technique**

According to Zikmund (2002), all subjects have equal chances of been selected to be part of a sampling size under the probability sampling technique making it free from bias. Its main

limitation has been time constrain. Probability sampling is also known as the random sampling technique. This type of technique used in sampling is not appropriate for the study due to time constraints.

### **Non-Probability Sampling Technique**

According to Yin (2003), this type of sampling technique is used for qualitative research and study which adopts a case study as the research design and focuses mostly on small sample size. Even though the sampling size for the study is not small, the study adopted this research technique as the study is a case study. Due to the high number of people working in the local service of Ghana, a convenience sampling technique was adopted for the study, the email and phone number of workers who are willing to participate in the research was collected. Those willing to participate in the research were in the sampling size for the study. A purposive sampling technique was also be used for the study.

#### **4.7.3 Sampling Size and Sampling Technique for the study**

One hundred was selected from the target populations. The convenience sampling technique will be used in selecting participants for the research as similar work conducted by Batam (2016) and Muogbor (2013) used this sampling method. The criteria for inclusion were all permanent workers at the local government service who has worked there for the past three years. The study employed purposive sampling by selecting workers who have worked in the local service of Ghana for more than three years as they have much knowledge on the various ways they are motivated at their various workplaces. The study adopted this non-probability sampling technique due to the COVID 19 traveling restriction.

### **4.8 DATA COLLECTION PROCEDURE**

In the data collection, a closed-ended online survey will be used. According to Alonso- Ameida (2015) using or adopting questionnaires from previous studies is time-saving compared to generating new ones. The study adopted questionnaires used by Muogbor (2013), Aderibigbe (2017), and Batam (2016) for this study. The adopted questionnaires were modified to suit the research objectives and questions. The first phase of the online survey dealt with demographics,

the section b dealing with the various types of motivational tools for civil servants at the local government service of Ghana, it will also be focused on questions on how workers are been selected to be motivated and the final section focused on the impact of motivation on organization performance.

#### **4.9 Data analysis**

The Microsoft Excel and SPSS version 20 were used in analyzing the data collection. With the use of the SPSS, the data was decoded and stored in tables and charts. The data were discussed per the research objectives and hypothesis as well as comparing results with previous literature in other to contradict findings, compare and contrast results and help to draw conclusions and make recommendations.

#### **4.10 Limitation of the study**

One difficulty encountered during the study was difficulty in administration of an online survey. With the help of the human resource managers in the various Local Government Service of Ghana, the emails of workers were made available to me, link sent to participants have to be followed up several times before participants responded to the online survey. Due to the use of an online survey, it was difficult to know if respondents had a clear understanding of the questions posed to them.

#### **4.11 Ethical consideration in this study**

The obligation of every researcher as such must ensure that all human rights are not infringed. Therefore, all procedures, laws, and regulations during the research will be adhered to. The researcher has read the schools' research guide and will adhere to all protocols.

After the application of the approach or the methodology to analyze data, the fifth chapter, which is titled data Analysis and findings present findings from the data that was retrieved.

## **CHAPTER FIVE**

### **DATA ANALYSIS AND FINDINGS**

#### **5.0 INTRODUCTION**

The above section focuses on data obtained from the research study area. The Statistical Package for Social Sciences (SPSS) is used for the data analysis and it is presented in tables. The data used for the analysis were primary data collected from the field of study (Local Government Service of Ghana). To make the work more presentable, this chapter was grouped into five themes namely demographics, reliability, motivation factors, motivation and productivity, and effects of motivation on employee performance. All 100 respondents answered all questions.

#### **5.1 Demographics**

The first section of the online study conducted using Google forms concentrated on respondent's age, education level, and gender and staff category. The table below gives a summary of respondents' responses.

**Table 4.1 Demographics**

	<b>Frequency</b>	<b>Percentage</b>
<b>GENDER</b>		
Female	26	26.0%
Male	74	74.0%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Age of Respondents</b>		
18-25years	7	7.0%
26-30 years	14	14.0%
31-35years	23	23.0%
36-40 years	39	39.0%
41-50 years	15	15.0%
51 years and above	2	2.0%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Educational Backgrounds</b>		
WASSCE/EQUIVALENT	3	3%
HND/Diploma	30	30.0%
Degree	21	21.0%
Masters	45	45.0%
PhD	1	1.0%
<b>Total</b>	<b>100</b>	<b>100%</b>
<b>Staff Category</b>		
Management	21	21.0%
Senior Staff	21	21.0%
Junior Staff	46	46.0%
Contract Staff	12	12.0%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Source: Researchers Survey April 2021**

### **5.1.1. Respondents' Gender**

The majority of the respondents were male. Out of the 100 respondents, 74 respondents representing 74% were males while the remaining 26 respondents representing 26% were female.

### **5.1.2 Age of Respondents**

With a scale of six for the age range was used, workers starting from the legal working age 18-25 representing 1 and the retirement age range (above 50) representing 6. Findings revealed that the majority of workers working at the local government services of Ghana were between the ages of 36-40years representing 39%. The next majority of the age range of workers of the local government service of Ghana was between 31-35years representing 23%. Those between the ages of 26-30years and 14-50years followed with 15 respondents each representing 15% each. 7 respondents representing 7% were between the ages of 18-25years. Only two respondents representing 2% were within the retirement age that is above 50years.

### **5.1.3 Respondents' education level**

Workers' education status was accessed as well. 45% of the workers of the research area were holding a master's degree certificate. The next majority which is 30% held a higher diploma degree (HND) qualification. Those with bachelor's degrees were 21 respondents representing 21%. Three respondents held a WASSCE certificate and one respondent had a Ph.D. qualification.

### **5.1.4 Staff Category**

Out of the hundred respondents, 46 respondents been the majority of respondents were the junior staff. Management and Senior staff respondents had the same tally of respondents that is 21 respondents each representing 21% each. The remaining 12 respondents revealed that they were contract workers representing 12%.

## 5.2 Reliability Analysis

The reliability of every research is important. In order to meet the required Cronbach alpha the researcher adopted questionnaires from a similar study on motivation for the study. These questionnaires adopted were grouped into three themes namely motivation factors, motivation and productivity, and effects of motivation on productivity. All 32 questions were asked under the three themes. SPSS was used to measure the reliability of the study. According to Sekran (2003), the lowest acceptable reliability for a study is 0.06. The study in general had a Cronbach alpha of 2.704. The variables on motivating of workers and the influence on productivity had the highest Cronbach Alpha of .975 consisting of 10 variables. That of motivation and productivity followed next with a Cronbach Alpha of 0.970 consisting of 8 variables. That of motivation factors had the least Cronbach Alpha of .759 which was even above the general rule which states that a coefficient greater than or equal to 0.7 is considered acceptable and a good indication of construct reliability. On average the variables for the study Cronbach Alpha (0.901) were above the acceptable Cronbach Alpha 0.7.

**Table 5.2 Reliability Analysis**

<b>VARIABLES</b>	<b>Cronbach Alpha</b>	<b>Number of Items</b>
Motivation Factors	0.759	14
Motivation and productivity	0.970	8
Effects of motivation on productivity	0.975	10
<b>Total all variables</b>	<b>2.704</b>	<b>32</b>
<b>Average</b>	<b>0.901</b>	

**Source: Researchers Survey April 2021**



### 5.3 Motivation Factors

14 questions consisting of intrinsic and extrinsic motivation factors were asked under this section. Respondents were given the chance to select from a scale of 1 to 5 where 1 was strongly agreed, 2 agree, 3 undecided, 4 disagree and 5 strongly disagree on statements of motivation factors. All 100 respondents answered all questions. Findings are represented in Table 4.3 below.

#### 5.3.1 Descriptive statistics on motivation factors

Motivation Factors (Intrinsic and extrinsic)	SA	A	UD	D	SD	Mean	STD Dev
1. Incentives are important for the motivation of employees	63 63.0%	35 35.0%	2 2.0%			1.39	0.529
2. The Chief Executive Officer must motivate employees	39 39.0%	56 56.0%	5 5.0%			1.66	0.572
3. Incentive packages encourage employees to perform to their best ability	39 39.0%	57 57.0%	1 1.0%	3 3.0%		1.68	0.649
4. Competitive salaries are the best motivational tool to motivate employees	21 21.0%	32 32.0%	42 42.0%		5 5.0%	3.10	1.210
5. Well-motivated employees have a positive attitude towards work	53 53.0%	44 44.0%	3 3.0%			1.50	0.559
6. In other to achieve higher productivity, management should make employees welfare a priority	42 42.0%	43 43.0%	5 5.0%			1.63	0.580

7. Postponements of salary increment demoralize employees to work at their best ability	21 21.0%	58 58.0%	16 16.0%	1 1.0%	4 4.0%	2.09	0.877
8. Inter-Personal relationships between top management and staff should be encouraged	119 57.2%	74 35.6%	13 6.3%	2 1.0%		1.509	0.659
9. Recreational facilities are important in every organization	21 21.0%	45 45.0%	29 29.0%	5 5.0%		2.180	0.821
10. CEO or management practicing favoritism can lead to a reduction in productivity.	10 10.0%	21 21.0%	48 48.0%		21 21.0%	3.01	1.21
11. Praising employees for work done raises the morale of the organization	44 44.0%	51 51.0%	4 4.0%	1 1.0%		1.62	0.61
12. Employee's attitude changes when they face challenges at their workplace	21 21.0%	52 52.0%	22 22.0%	5 5.0%		2.11	0.79
13. Rewarding workers effort leads to efficient productivity	21 21.0%	46 46.0%	26 26.0%	2 2.0%	5 5.0%	2.24	0.975
14. Only monetary rewards can bring out the best in employees	13 13.0%	23 23.0%	43 43.0%		21 21.0%	2.93	1.265

**Source: Field Survey, 2021**

### **5.3.2 Incentives is important for the motivation of workers**

In the study conducted, it was revealed that incentives are one of the key factors for motivation workers. mean score of 1.39, it can be posited local government workers strongly agree with the statement that incentives are important for motivation workers. Out of the 100 respondents 63

respondents been the majority of respondents strongly agree with the statement that incentives are important for motivated workers, the next majority 35 respondents (35%) agreed with the statement that incentives are important for motivating workers. Only two respondents did not agree nor disagree with the above statement that it had a neutral opinion to the above statement.

### **5.3.3 It is important that the Chief Executive Officer motivates employees**

The majority of respondents 56 representing 56% agreed with the statement that it is important for management to motivate employees. The next majority 39 respondents strongly agreed to the statement that the District Chief executive officer motivating employees is important. 5 of the respondents view as to whether the district chief executive should motivate employees were uncertain of the statement. A mean score of 1.66 reveals that civil and local government workers of Ghana strongly agreed to the fact that the chief executive officer needs to motivate staff.

### **5.3.4 Incentive packages enable workers to put on their best output**

Findings from online survey revealed that 57 respondents out of 100 respondents agreed to the statement that incentives enable workers to work effectively. The next majority 39 participants out of 100 participants strongly agreed to the statement that incentive packages enable workers to put on their best output. 3 respondents out of 100 respondents disagreed with the above statement with one respondent having an undecided view on the above statement. The mean score of 1.68 from these findings revealed that civil and local government workers of Ghana strongly agree to the fact that incentive packages can enable workers to put in their best output.

### **5.3.5 Competitive salaries are the best motivational tool to motivate employees**

42 respondents out of 100 respondents had a neutral opinion to the statement that fat salaries were the best motivational tool to motivate workers. 32 respondents out of 100 respondents agreed to the statement that competitive salaries are the best motivational tool to motivate employees. 21 respondents out of 100 respondents strongly agreed with the statement that competitive salaries are the best motivational tool to motivate employees. The mean score of 3.10 from table 5.3 reveals that the majority of the respondents had a divided opinion and did not agree or disagree with the above statement.

### **5.3.6 Well-motivated employees have a positive attitude towards work**

It was revealed that 53 respondents out of 100 respondents strongly agreed with the statement that well-motivated employees have a positive attitude towards work. The next majority 44 respondents out of 100 respondents agreed to the strongly agreed to the statement that well-motivated employees have a positive attitude towards work. 3 respondents out of 100 had a neutral view on the above statement. The mean score of 1.50 and a standard deviation of 0.559 reveals that the majority of the respondents strongly agreed with the statement that well-motivated employees have a positive attitude towards work.

### **5.3.7 In order to achieve higher productivity, management should make employees welfare a priority**

In finding out how to achieve a greater output in terms of productivity, the welfare of management was to be significant. It was understood that out of the 100 respondents, 42 respondents strongly agreed that in order to achieve higher productivity, the welfare of employees should be placed first. 43 out of the 100 respondents agreed to the above statement, 5 respondents were neutral as to whether the management setting the priority of its employees to achieve higher productivity. With a mean score of 1.63 and a standard deviation of 0.580 respondents agreed that in order to achieve greater output, management should make employee welfare a priority.

### **5.3.8 Postponements of salary increment demoralize employees to work at their best ability**

In the above question, the postponements of salaries discourage workers from putting much effort into working. 21% out of the 100% strongly agreed that the postponement of increment in salaries discourage workers ability to put out their best when working, more than half of the respondents (58%) agreed that the delays of salary increment discourage employees to work at their best. 16% of the respondents had no idea as to whether the delay in salaries affected the performance of workers. 14% disagreed with the above question and 4% strongly disagreed with it. With a mean score of 2.09 and a standard deviation of 0.877, the majority of the respondents agreed that the delays of salary increment affect the performance of workers.

### **5.3.9 Inter-Personal relationships between top management and staff should be encouraged**

On the factor of the inter-personal relationship as a source of motivation between management and staff, 21% of the respondents strongly agreed that inter-personal relationship among employees and employers should be encouraged, the majority (72%) agreed that inter-personal relation should be motivated, 6% were neutral as to encourage inter-personal relationship among management and staff. 1% disagreed with the question above. With a mean of 1.87 and a standard deviation of 0.544, it can be assumed that the inter-personal relation between top management and staff should be encouraged.

### **5.3.10 Recreational facilities are important in every organization**

Out of the 100 respondents, 21 respondents strongly agreed that the provision of recreational facilities in every organization is important, 45 respondents also agreed to the above question, 29 of the respondents were neutral as to whether recreational facilities are important in organizations. 5 respondents disagreed to the above question. With a mean of 2.180 and a standard deviation of 0.821 can be assumed that the majority of respondents agreed that recreational facilities are important in every organization in Ghana.

### **5.3.11 CEO or management practicing favoritism can lead to a reduction in productivity.**

10% out of the 100 respondents strongly agreed that management practicing favoritism can lead to a decrease in productivity. 21% agreed to the above statement, 48% of the respondents were neutral on management practicing favoritism whether it can lead to productivity progress. 21 respondents strongly disagreed that management practicing favoritism can lead to a reduction in productivity. With a mean score of 3.01 and a standard deviation of 1.21, it can be assumed that the majority of the respondents did not have any idea of whether management practice of favoritism can lead to improvements in productivity in Ghana.

### **5.3.12 Praising employees for work done raises the morale of the organization**

Praising employees for work done as a source of motivation in an organization, 44 out of the 100 respondents strongly agreed to the above question, 51 of the respondents agreed that when employees are praised for work done it raises their morale, 4 of the respondents were uncertain as to whether praising employees for work done elevated their confidence. 1 respondent disagreed with the above statement. With a mean of 1.6 and a standard deviation of 0.61, the majority of the respondents agreed that when workers are commended for good work done it elevated their confidence.

### **5.3.13 Employee's attitude changes when they face challenges at their workplace**

In the findings, 21 out of the 100 respondents strongly agreed that the attitudes of workers changes when they face challenges at their workplace, 52 of the respondents agreed to the above question, 22 of the respondents had no idea as to whether employee's attitude changes when they are going through a lot of challenges. With a mean score of 2.11 and a standard deviation of 0.79, it is assumed that the majority of the respondents agree that the attitude of employees changes when they face challenges at work.

### **5.3.14 Rewarding workers effort leads to efficient productivity**

Out of the 100 respondents, 21 of the respondents strongly agreed that when workers are rewarded, it can lead to efficient productivity, 46 out of the 100-respondent agreed to the above question, and 26 were neutral as to whether rewarding workers leads to efficiency in productivity, 2 of the respondents disagreed and 5 strongly disagreed to the statement above. A mean of 2.24 and a standard deviation of 0.975 indicated that the majority agreed that rewards were a source of motivating workers which promoted efficient productivity.

### **5.3.15 Only monetary rewards can bring out the best in workers.**

The above question on the motivational factor makes emphasis on how monetary rewards can bring out the best in workers. 13 out of the 100 respondents strongly agreed that rewards in the form of cash can bring out the best in workers, 23 of the respondents agreed to the above statement, 43 of the respondents were uncertain whether rewards in the form of cash brings out

the best in workers, 27 of the respondents strongly disagreed to it. With a mean of 2.93 and a standard deviation of 1.265 majorities agree that monetary reward can bring out the best in workers.

#### 5.4 Motivation and Productivity

The section c of the online survey dealt with motivation factors and how it improves productivity. With a scale very high to very low on how some motivation factors improve productivity. All hundred respondents answered all questions under this section. Findings are revealed in table 5.4 below.

**Table 5.4 Descriptive statistics on motivation and productivity.**

<b>Factors</b>	<b>Very High</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>Very Low</b>	<b>Mean</b>	<b>STD DEV</b>
Salary	37 37.0%	58 58.0%	5 5.0%			1.680	0.566
Nature of work	21 21.0%	63 63.0%	16 16.0%			1.950	0.609
Working Conditions	36 36.0%	59 59.0%	5 5.0%			1.69	0.563
Relationship with colleagues	21 21.0%	51 51.0%	27 27.0%	1 1.0%		2.08	0.720
Relationship with superiors	21 21.0%	57 57.0%	21 21.0%	1 1.0%		2.02	0.681
Responsibility (Authority to make necessary decisions to complete	21 21.0%	56 56.0%	22 22.0%	1 1.0%		1.59	0.587

assigned tasks)							
Promotion in organization	46 46.0%	53 53.0%	9 9.0%	1 1.0%		1.59	0.587
Appreciation of work done	62 62.0%	33 33.3%	3 3.0%	2 2.0%		1.45	0.65

**Source: Field Survey, 2021**

#### **5.4.1 Salary**

in motivation and productivity focused on how salary improves the productivity of workers in the local government service in Ghana. 58 respondents out of 100 respondents revealed that the salary of workers influences productivity highly. The next majority, 37 respondents out of 100 respondents revealed that the salary of workers influences productivity very highly. 5 respondents revealed that the salary of workers influences productivity moderately. The mean score of 1.680 and standard deviation of 0.566 pinpoints that workers strongly agreed with the statement that salary influences productivity very highly in the public sector.

#### **5.4.2 Nature of work**

The second question on motivation and productivity made emphasis the type of work for staffs in the civil and local government services in Ghana. Out of the 100 respondents, 21 of the respondents explained that the nature of work and its impact on productivity was very high, 63 of the respondents also revealed that the productivity which was influenced by the nature of work was high, and 16 of the respondents said the nature of work on productivity was moderate. The mean score of 1.95 and the standard deviation of 0.6.09 identify that majority agree to the statement that the type and the risk involved influences productivity.



### **5.4.3 Working Conditions**

The third question on motivation and productivity made emphasis on the working conditions available in local government service in Ghana. 36 of the respondent's pinpoint that the working conditions and their effect on productivity were very high, 59 of the respondents also said productivity as a result of the working condition was high, 5 of the respondents revealed that the influence of working conditions on productivity was moderate. The mean score of 1.06 and a standard deviation of 0.563 identifies that the majority of respondents strongly agree that the working conditions influenced productivity.

### **5.4.4 Relationship with colleagues**

The fourth question on motivation and productivity also highlights the relationship among colleagues in the civil and local public service in Ghana. Out of the 100 respondents, 21 of the respondents explained that the relationship with colleagues at work brought very high productivity, also 51 of the respondents said relationship among colleagues brought high productivity, 27 of the respondents' pinpoint that the relationship with colleagues in the increment of productivity was moderate. 1 respondent out of the 100 respondents pinpointed that relation with colleagues rather brought low productivity. A mean score 2.08 and a standard deviation of 0.720 finds out the majority of respondent agree that the relationship among colleagues at workplaces encouraged productivity.

### **5.4.5 Relationship with superiors**

The fifth question on motivation and productivity in terms of relationship with superiors in the local government services in Ghana was pinpoint by 21 respondents out of the 100 respondents that the relationship of employees with superiors was a motivational factor that increased very high productivity, 57 of the respondents also said employees relationship with superiors had high influence on productivity, 27 of the respondents said the relationship with superior and its influence on productivity was moderate. 1 out of the 100 respondents said the above question and its influence on productivity were low. A mean score of 2.02 and a standard deviation of

0.681 revealed that the most of the respondents agreed that employer and employee's relationship concerning work activities influenced productivity.

#### **5.4.6 Responsibility on taking necessary decision at work place**

The sixth question highlighted the responsibilities assigned to complete a task on time and how it encourages motivation and productivity in local government service in Ghana. 21 respondents out of the 100 respondents pinpoint that productivity was very high when authorities made necessary decisions to complete a task. 56 of the respondents also said the above question increased high productivity. Also, 22 of the respondents stated that productivity is moderate when authorities make necessary decisions to complete a task. 1 respondent indicated that productivity is low when authorities make necessary decisions to complete an assigned task. The mean score of 2.03 and a standard deviation of 0.688 revealed that the majority of the respondents agreed that when authorities make the necessary+ decision it encourages productivity.

#### **5.4.7 Promotion in organization**

The seventh question pinpoints promotion and how it encourages productivity in the local service in Ghana. In the findings, 46 respondents out of the 100 respondents said when there is a promotion in an organization; productivity is very high this is because it motivates workers, 49 of the respondents also said promotion in an organization increases high productivity. 5 of the respondents said promotion in an organization in terms of increasing productivity was moderate. A mean score of 1.59 and a standard deviation of 0.587 explain that the majority strongly agree that promotion in an organization encourages higher productivity

#### **5.4.8 Appreciation of work done**

The eighth question focuses on the appreciation of work done and how it encourages productivity in the local services in Ghana. 62 out of the 100 respondents supported that the productivity at work is very high when workers are appreciated for work done, 33 of the respondents also said productivity is high when workers are appreciated for work done, 3 of the respondents pinpoint the appreciation of work and its increment on productivity as moderate. 2 of the respondents said the appreciation of work on employee's performance yield low

productivity. A mean score of 1.45 and a standard deviation of 0.65 highlights that the majority of the respondents strongly agree that appreciation of work done encourages higher productivity

### 5.5 Effect of motivation on productivity

The last section of the online survey focused on the effects of motivation on productivity. Ten questions were asked in this section, respondents answered all questions. A scale of one to five was used to present strongly agree, agree, undecided, disagree, and strongly disagreed on the statement of how motivation enhances productivity. Findings from the study are presented in table 5.5 below.

**Table 5.5 Descriptive statistics on the effect of motivation on productivity.**

<b>Effects of Motivation</b>	SA	A	UD	D	SD	Mean	STD DEV
1. A well-motivated workforce achieves its objectives	67 67.0%	32 32.0%	1 1.0%			1.340	0.496
2. Motivation is one of the key factors to ensure an effective change in management.	25 25.0%	70 70.0%	3 3.0%	2 2.0%		1.82	0.575
3. Employees are much happier working in an organization where motivation is high.	47 47.0%	48 48.0%	2 2.0%	3 3.0%		1.61	0.680
4. A positive work attitude is a result of a well-motivated organization.	25 25.0%	70 70.0%	3 3.0%	2 1.0%		1.82	0.575
5. I am attracted to working in an organization that motivates its employees well.	51 51.0%	44 44.0%	5 5.0%			1.54	0.593
6. Change is evident after employees are motivated well.	21	74%	1	3	1	1.89	0.649

	21.0%	74.0%	1.0%	3.0%	1.0%		
7. Without motivation, I still meet my commitments.	21 21.0%	12 12.0%	36 36.0%	26 26.0%	5 5.0%	2.82	1.183
8. I am willing to accept or adapt to change when I am motivated.	21 21.0%	65 65.0%	10 10.0%	3 3.0%	1 1.0%	1.98	0.724
9. I am willing to work under different management when motivated	21 21.0%	61 61.0%	13 13.0%	4 4.0%	1 1.0%	2.03	0.771
10. I am willing to be transferred or move to a department that motivates me	21 21.0%	48 48.0%	26 26.0%	4 4.0%	1 1.0%	2.16	0.837

**Source: Field Survey, 2021**

### **5.5.1 A well-motivated workforce achieves its objectives**

Concerning the motivation of workers, 67% of the respondents strongly agreed that workers can achieve their objectives when they are well motivated, 32 of the respondents also agreed to the above statement. 1 of the respondents was uncertain as to whether workers can achieve their objectives. The mean score of 1.340 and a standard deviation of 0.496 pinpoints that the majority strongly agree that well-motivated workers can achieve their objectives

### **5.5.2 Motivation as a key factor for an effective change in an organization.**

Concerning motivation as a factor for an effective change in management, about 25% of the respondents strongly agree that the about statements ensures an effective change in management, 70% also agreed that motivation is one of the key factors to ensure an effective change in management, 3 were neutral on the said question and 2 disagreed on the above statement. The mean score of 1.82 and a standard deviation of 0.575 identifies the majority strongly agree that motivation ensure an effective transformation in organization.

### **5.5.3 Employees are much happier working in an organization where motivation is high.**

Also, 47% of the respondents strongly agreed that employees are much happier when motivations are high at their workplaces, 48% agreed on the above statements, 2 were neutral on the above statements and 3 disagreed that high motivation at the workplace does not create a conducive environment. A mean score of 1.61 and a standard deviation of 0.680 identifies that the majority strongly agreed that when motivation is high employees feels content working in the organizations

### **5.5.4 Positive work attitude is a result of a well-motivated organization.**

However, 25% of the respondents strongly agreed that a positive work attitude is a result of motivation at workplaces, 70 % of the respondents also agreed to the above statements, 3 of the respondents were uncertain and 2 disagreed that a positive work attitude is not as a result of motivation from work. The mean score of 1.82 and a standard deviation of 0.575 indicate that majority strongly agreed that a positive work attitude is a result of motivation in an organization.

### **5.5.5 I am attracted to working in an organization that motivates its employees well.**

51% of the respondents strongly agreed that they were attracted to working in organizations that motivated their employees, 44% of the respondents also agreed with the above statement. 5% of the respondents were uncertain. The mean score of 1.54 and a standard deviation of 0.593 identified that majority strongly agreed that they were attracted to working in organizations that motivate their employees.

### **5.5.6 Change is evident after employees are motivated well.**

Out of the 100 respondents, 21 of the respondents strongly agreed that the changes are evident after employees are motivated well. 74 of the respondents also agreed to the above statement. One respondent was neutral, 3 disagreed that change is evident after employees are well motivated; also one strongly disagreed with the question above. The mean score of 1.89 and a standard deviation of 0.649 indicate that majority of the respondents strongly agreed that change is evident after employees are well motivated.

### **5.5.7 Without motivation I still meet my commitments.**

21% of the respondents strongly agreed that even without motivation, they are committed to working hard, 12% of the respondents also agreed to the above statement. 36% of the respondents were neutral, 26% of the respondents disagreed that without motivation they were committed, 5% of the respondents also strongly disagreed that they were committed without motivation. The mean score of 2.82 and a standard deviation of 1.183 identifies that majority agreed that without motivation they were still committed.

### **5.5.8 I am willing to accept or adapt to change when I am motivated.**

Concerning employees accepting or adapting to change when motivated, 21 % of the respondents strongly agreed that they were willing to adopt change at work when motivated, 65% also agreed to the above statement, 10% of the respondents were neutral, 3% of the respondents disagreed and 1 respondent also strongly disagreed that he was willing to adopt change when motivated. The mean score of 1.98 and a standard deviation of 0.724 indicates that the majority of the respondents strongly agreed that they were willing to adopt change when motivated at their workplaces.

### **5.5.9 I am willing to work under different management when motivated**

21% of the respondents strongly agreed that they were willing to work under different management when motivated, 61% of the respondents also agreed to the above question, 13 % of the respondents were uncertain as to work under different management when motivated, 4% of the respondents disagreed and 1 strongly disagreed to work under different management even if he is motivated. The mean score of 2.03 and a standard deviation of 0.771 identifies that the majority agreed to work under different management when motivated

**5.5.10 I am willing to be transferred or move to a department that motivates me**

Also out of 100%, 21% of the respondents strongly agreed that they were willing to be transferred to a different department that will motivate them, 48% also agreed with the above statement. 26% of the respondents were neutral, 4% of the respondents disagreed and 1% of the respondent strongly disagreed to transfer to a department that motivates her. The mean score of 2.16 and a standard deviation of 0.837 indicates that most of the respondents agreed to be transferred to a department that motivates its employees.

**5.6 Effect of motivation on productivity (Regression)**

This section of the questionnaire focused on the effect of motivation on productivity. The various motivation factors were salary, nature of work, working conditions, relationship with colleagues, relationship with superiors, responsibility, promotion in an organization, and appreciation of work done and how these factors affect the ten variables of productivity. A multiple linear regression analysis was conducted to find the impact of motivation on productivity. The eight elements of motivation studied, illustrated 93.5% of productivity as characterized by an adjusted r-square of .935. This means that other elements that were not studied impact productivity by 6.5%. This means that motivation significantly impacts productivity by 93.5%. Findings can be found in table 5.6 below.

**Table 5.6 Model Summary**

Model	R	R Square	Adjusted Square	R	Std. An error of the Estimate
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1	.967 <sup>a</sup>	.935	.935		1.04905
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a. Predictors: (Constant), Motivation Effects

The significance value is 0.000 which is less than 0.05. Therefore, the model is statistically significant in predicting how motivation factors affect productivity. At a 5% level of significance, the F statistic calculated was 1421.116, which explains that the overall model was significant with a mean square of 1563.958 this can be found in table 5.7 below.

**Table 5.7 ANOVA <sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1563.958	1	1563.958	1421.116	.000 <sup>b</sup>
Residual	107.850	98	1.101		
Total	1671.808	99			

a. Dependent Variable: Motivation productivity

b. Predictors: (Constant), Motivation Effects

Basically, in this chapter, that is, analyzing the data gives out an output of information necessary for the next section, that is, chapter 6, the discussion chapter. The next section throws more light on the information received from the findings and analysis, which also links it up with the work others have already done concerning the literature review section.



## **CHAPTER SIX**

### **DISCUSSIONS**

#### **6.0 Introduction**

This chapter represents the findings and discussions on how motivating workers influences the productivity of local government services in Ghana. It focuses on the discussed research objectives and questions.

#### **6.1 Motivation factors**

In the findings both intrinsic and extrinsic motivational factors such as incentives for workers, competitive salaries, the welfare of employees, motivation from superiors, creating of recreational facilities for employees, interpersonal relationship between management and staff increases productivity. This is supported in the writing of Aderfuhren-Biget et al (2010) that the motivation of public employees is oriented toward the realisation of the values and goals of public service through an identification process. Findings revealed that incentive is one of the most key factors that motivate workers at the Local Service of Ghana; this finding was in line with David & Anderzej (2010) who posited that motivation can take the form of intrinsic or extrinsic form so far as it creates a positive outcome. Moreover findings posited that majority of respondents were of the view that it is important for the chief executive officer of the various district assemblies to motivate workers. In addition to these findings further revealed that workers of the local government service of Ghana strongly agrees to the fact that incentive packages can enable workers to put in their best output. This finding was in line with Oduakah (2016) who revealed in his studies that the effects of motivation are to energize workers to give their utmost best. Furthermore findings of the study agreed with that of Anderzej (2010) and Oduakah (2016) as findings revealed that a well-motivated worker have a positive attitude towards work. The study also finds out that workers of the local government service of Ghana were strongly agreed to the fact that in order to achieve greater output, management should make employee welfare a priority. This finding agreed with that of McForson (2012) who revealed in his studies that aside monetary factors, workers give their utmost best when management shows concern about employees welfare. Moreover findings revealed that postponement of employees'

salaries affects workers performance. Findings also revealed that apart from monetary motivation other intrinsic factors motivated employees as well. Respondents revealed that good interpersonal relationship between top management and subordinates should be encourage in the Local Service of Ghana as it motivates workers and leads to increase in productivity. Still on intrinsic motivation findings revealed that recreational facilities were important in work place as it help to reduce stress and enable workers to foster unity among themselves. Findings further revealed that CEO's or management practice of favoritism can lead to not improve in productivity in Ghana and should not be entertain. These finding on intrinsic motivation differed from that of Muogbon (2013) who revealed that extrinsic motivation has significant impact on employees' performance.

Findings revealed that respondents did not agree nor disagree with the statement that competitive salary increase productivity. Findings were in line with Aderfuhren-Biget et al (2010), who demonstrated that public employees have different motives from private ones. Thus, they are more motivated to contempt extrinsic elements such as pay and monetary rewards and to value intrinsic job characteristics. These empirical results are confirmed both in North America (Jurkiewicz, Massey, and Brown 1998; Lyons, Duxbury, and Higgins 2006; Rainey 1982; Crewson 1997) and Europe (Buelens and Van den Broeck 2007).

However, the question on monetary reward as a motivational factor makes revealed with a mean of 2.93 and a standard deviation of 1.265 indicated that workers disagree that monetary reward can bring out the best in workers. Findings in this study on monetary rewards were in line with Grant (2008), who posited that public employees are less motivated by monetary rewards than private ones and that the most critical motivator in the public sector was the desire to serve the common interest, seeking for a prosaic impact of their actions perspective.

Moreover, findings on employee motivation at workplaces revealed that among the eight motivational factors, what motivated workers most was an appreciation of work with a mean score of 1.45. Findings were in agreement with research work conducted by (Handriyo, 2018, Conrad et al. 2015 and Batam 2016) who revealed in their various studies that are not only extrinsic motivation that motives workers to give their utmost best but intrinsic motivations play a vital role in the motivation of workers as well. Furthermore, findings also revealed that promotion at the workplace and giving responsibility to workers motivated workers to give their

utmost best which both factors having a mean score of 1.59 each. The salary was the next motivation factor that influenced workers to give their utmost best with a mean score of 1.68 this was followed by the nature of work and working conditions with a mean score of 1.95.

Furthermore, findings revealed that there is a positive significant impact of motivation on productivity with an r-square of .935. This means that motivation impacts productivity by 93.5% and other factors that were not studied impact productivity by 6.5%. Findings did not differ from that of Batam (2016) revealed that employees that are satisfied turn out to be more productive, committed, and creative to their employees. Findings also were in line with Osei (2011) who posited in his findings that motivation allows employers and their subordinates to be responsible and be productive in going about their everyday businesses that will in the long run aid in the team-building of the employees in the organizations leading to increase in productivity. Findings of the study on the effects of motivation on productivity revealed that well-motivated staffs achieve organizational goals. Respondents also revealed that motivation is one of the key factors to ensure an effective change in management. Moreover findings showed that employees are much happier working in organizations where motivation is high. In addition findings on effect of motivation on productivity revealed that positive work attitude is a result of motivation in an organization. Respondents revealed that they were attracted to working in organizations that motivate their employees. The majority of the respondents revealed that change is evident after employees are well motivated. Findings also indicated that workers were willing to adapt to change, go on transfer and work under new management when they are well motivated.

The next chapter gives a conclusion on findings and also recommendations on how the matters arising concerning the impact of motivation in the local government sector in Ghana can be effectively improved.

## **CHAPTER SEVEN**

### **CONCLUSION AND RECOMMENDATION**

#### **7.1 Introduction**

This chapter highlights the main findings of the study. It also summarizes the findings using theories stated, the conclusion, and recommendations of the study

#### **7.2 Summary**

In the study conducted, findings revealed that workers' motivation has a greater output on productivity and the performance of employees. However, intrinsic and extrinsic factors of motivation such as the relationship between staff and superiors, welfare, promotions, incentives, recreational facilities, and others help encourage higher productivity in the Local Government services in Ghana.

Findings discovered that attitude towards work is encouraging when management appreciates work done by employees. This shows that employees' performance yields a positive result when management encourages motivation. This supports the equity theory which suggests that employees will weigh how much they put in a job and how much the output they get from their work.

This, therefore, indicates that the more the motivation of employees is encouraged, the greater the satisfaction of the employees. Given this, if the employees recognize that their input-output ratio as compared with other employees is not equal, they become dissatisfied and are not motivated to do their jobs (Badubi, 2017). Also, the process theory talks about how motivation evolved and ways in which it can lead to satisfaction. It determines the work motivation relationships which are needed to influence the behavior and actions of the employees, this posits that when authorities or management make necessary decisions to complete assigned tasks it aids in high productivity

### **7.3 Conclusion**

In findings, it can be further concluded that intrinsic and extrinsic motivation factors influence the performance of local government services in Ghana. This includes; appreciation of work, promotion in an organization, salary, working conditions, relationship between superiors, nature of work, relationship with colleagues, relationship with colleagues, and responsibility. Also, an employee's behavior is affected by internal and external factors. This makes employees select their own choices according to their behavior and set different goals and needs.

Furthermore findings revealed that workers of the local assembly are of the view that motivation enable them to give out their outmost best, findings revealed that is not only monetary rewards that motivates workers of the local assembly of Ghana but rather praises, appreciation of work done, good inter personal relationship between superior were what motivated workers most. Also findings posited that workers were not happy when there is favoritism

Moreover from the findings the study concludes that motivation has a positive effect on productivity. From the findings the study concludes that well-motivated workers are willing to give their outmost best, work under different management, go on transfer and adopt to change compared to workers who are not well motivated. The study therefore concludes that motivation significantly impacts productivity positively.

### **7.3 Recommendation**

1. Management in the local government should consider not only intrinsic motivational factors such as monetary rewards but also encourage extrinsic motivational factors such as encouraging good interpersonal relations between staff and superiors.
2. Incentives in the form of allowance of workers should be encouraged in other to lift the morale of employees in other to work hard to improve productivity.
3. There should be an increment in the salaries of local government workers based on the economic situation.
4. Favoritism and discrimination of employees should be discouraged at the workplace of the Local Government Service of Ghana.

5. The nature of work and its conditions should be improved for workers at the Local Government Service of Ghana to enhance worker's attitude and morale towards work.
6. The welfare of workers should be set as a priority to develop a good attitude towards work.
7. The postponements of salaries should be discouraged since it influences a negative attitude towards work.

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## **APPENDIX**

### Appendix A: Survey Questionnaire

Dear Sir/Madam

This questionnaire is designed to collect data on the research topic **“EMPLOYEE MOTIVATION AND ITS IMPACT ON PRODUCTIVITY AND ORGANIZATIONAL PERFORMANCE: A case study of the local government service, Ghana.”** Which is a partial fulfillment of the requirement for MSc International Business at National College of Ireland? All views expressed here would be used for academic purpose only: you are to thus appeal to

earnestly express your opinion and be assured that it would be handled with utmost confidentiality.

Please write in this given spaces and tick in the given boxes the option that best answers the question(s).

**PART I: DEMOGRAPHICS**

- 1. Gender: Male  Female
- 2. Age: 18-25  26-30  31-35  36-40  41-50  above 50
- 3. Qualification: Basic  W.A.S.S.CE/Equivalent  HND/DIPLOMA  BSc/BA  MBA/MSc  PhD
- 4. Staff Category: Management  Senior staff  Junior staff  Contract

**PART II: Motivation Factors**

Indicate Strongly Agree (1), Agree (2), Undecided (3), Disagree (4) and strongly Disagree (5) to the questions below:

<b>Motivation Factors (Intrinsic and extrinsic)</b>	1	2	3	4	5
1. Incentives are important for motivation of workers					
2. It is important that the Chief Executive Officer motivates employees					
3. Incentive packages encourage employees to perform to their best ability.					
4. Competitive salaries are the best motivational tool to motivate employees.					
5. Well-motivated employees have a positive attitude towards work					
6. In other to achieve higher productivity, management should make employees welfare a priority.					

7. Postponements of salary increment demoralize employees to work at their best ability.					
8. Inter-Personal relationship between top management and staff should be encouraged					
9. Recreational facilities are important in every organization					
10. CEO or management practicing favoritism can lead to a reduction in productivity.					
11. Praising employees for work done raises the morale of the organization.					
12. Employee's attitude changes when they face challenges at their work place.					
13. Rewarding workers effort leads to efficient productivity					
14. Only monetary rewards can bring out the best in employees					

### Part III: Motivation and productivity

Choose from the table below the effects of motivation on the suggested factors and its impact on employee performance and productivity

<b>Factors</b>	<b>Very High</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>Very Low</b>
Salary					
Nature of work					
Working Conditions					
Relationship with colleagues					

Relationship with superiors					
Responsibility (Authority to make necessary decisions in order to complete assigned tasks)					
Promotion in organization					
Appreciation of work done					

**PART IV:**

**Effects of motivation**

Indicate Strongly Agree (1), Agree (2), Undecided (3), Disagree (4) and strongly Disagree (5) to the questions below:

<b>Effects of Motivation</b>	1	2	3	4	5
11. A well-motivated workforce achieve their objectives					
12. Motivation is one of the key factors to ensure an effective change in management.					
13. Employees are much happier working in an organization where motivation is high.					
14. Positive work attitude is a result for well-motivated organization.					
15. I am attracted to working in organization that motivates its employees well.					
16. Change is evident after employees are motivated well.					

17. Without motivation I still meet my commitments.					
18. I am willing to accept or adopt to change when I am motivated.					
19. I am willing to work under different management when motivated					
20. I am willing to be transferred or to join other department that motivates me					

