

UNIVERSITY OF GHANA

**THE INFLUENCE OF MOTIVATION ON EMPLOYEE
PERFORMANCE: A CASE STUDY OF DEVERE GROUP, GHANA.**



BY

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**A LONG ESSAY SUBMITTED TO THE UNIVERSITY OF GHANA IN
PARTIAL FUFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF PUBLIC ADMINISTRATION DEGREE**

JUNE, 2019

DECLARATION

I declare that this long essay is the result of my own original research and has not been presented by anyone for any academic award in this or any other University. All references used in the work have been duly acknowledged. I bear sole responsibility for any limitations in this document.

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.....

DATE

CERTIFICATION

I hereby certify that this long essay was supervised in accordance with procedures laid down by the University.

.....

KWAME ASAMOAH (PhD)

(SUPERVISOR)

.....

(DATE)

DEDICATION

This work is dedicated to my parents for all the sacrifices they made for me to get here.

ACKNOWLEDGMENT

Throughout my two-year MPA Program at Legon, and writing of this long essay, I have benefited from the support of a number of good people including my family, supervisor, lecturers and colleagues.

I would first like to thank the Almighty God for his unconditional guidance and wisdom throughout my life and during this research process. He has been faithful to me by bringing me to the end of this journey despite many challenges along the way.

I also owe a debt of gratitude to my hardworking supervisor and Head of Department of Public Administration and Health Services Management, Dr Kwame Asamoah for his patience and assistance, and for encouraging me to work harder even when I felt drained. Your thorough reading and swift feedback was amazing even though it took me forever to address the comments you gave me. Doc, the urge to do this came from you and I am grateful.

Finally, I would like to acknowledge with gratitude, the financial support and love of my family, the area manager of Devere group Armin and Isaac for reading and commenting on several chapters. I am also grateful to all my friends who encouraged me from start through to finish. All of you kept me going and this would not have been possible without you.

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ABSTRACT

This study investigated the influence of motivation on employee performance using Devere Group; an international financial consultancy group in Ghana as a case. Adopting the qualitative approach, the case study design was used. Primary data was collected through interviews and was augmented with data from secondary sources comprising a review of existing documents, reports and scholarly publications. By comparing the data from these sources, they were triangulated to ensure validity and reliability. The thematic analysis was used in analyzing the data.

Key findings of the study are that Devere Group Ghana has various kinds of intrinsic and extrinsic motivational packages for employees. They include, enhanced salary, cash incentives, travel opportunities, learning and study opportunities, career advancement opportunities, promotions, consultant training in and outside Ghana, daily quiz on product and market knowledge, selection of motivational videos for promotions, shares in the company's products, and salary increases. These motivational incentives are not automatic but are tied to the achievement of certain targets usually assessed at the end of the week, month, or year. On the whole, employees of the company are well motivated and that propelled their performance and attainment of overall targets of the company. The motivational packages enhanced the performance of employees in several respects. These include, influencing employees to come to work early, staying on longer to complete tasks, and serving clients with delight and enthusiasm. It also led to job satisfaction, loyalty and high retention rates among employees, all of which improved their performance. On the strategies to enhance motivation to improve employee performance, suggestions that came up include; prolonging the timespan for qualifying for motivation packages, expanding the incentive base, tailoring packages to suit performance in specific departments, team building exercises, encouragement and support from management.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction and Background

There is a continuing interest in motivation as a key driver of employee performance by Public Administration scholars and practitioners. The interest is due to the acknowledgement that employees are vital to organizations, and that the extent to which organizational goals are achieved depends on the performance of their employees, which is also linked to how well they are motivated (Ibrahim & Brobbey, 2015; Obeidat et al., 2016). In recent years, employee motivation has received more attention due to the globalised and competitive environment within which businesses are having to operate. Consequently, managers have come under pressure to initiate policies, not only to attract and retain quality employees but also drive them to give off their best towards achieving organizational goals (Baloch & Shafi, 2018; Ogunyomi, & Bruning, 2016).

Kearney (2018), contends that motivation is a force that energizes, directs and sustains a person's effort towards the achievement of organisational goals. According to Shields et al., (2015) among the many drivers of employee performance, motivation that comes with rewards is of utmost importance. Kiruja, & Mukuru (2018), also point out that motivation is important to stimulate employees to perform at optimum levels and that, a highly motivated person will work hard towards the achievement of organizational goals. These observations make it imperative for management to administer motivational programmes which will drive employees to increase their productivity.

While it is established that motivation is a key driver of performance, the actual means by which it is achieved is still unclear. Even more importantly, there is a rising trend of employee discontent and its related issue of low performance by all classes of employees. In developing countries where working conditions are unattractive, the situation is more profound (Kuranchie-Mensah & Amponsah-Tawiah 2016). It is in this context that this study set out to investigate the motivational packages at the Devere Group Ghana and how they influence employee's performance.

1.1 Statement of the Problem

Generally, the issue of motivation as a means of enhancing performance of employees has been well established in the literature (Armstrong 2010; Kuvaas et al., 2017). Several studies have found the achievement of organizational goals to be contingent on high employee performance, which is also linked to the extent to which employees are well motivated (Jianguo & Frimpong 2017; Kiruja, & Mukuru, 2018). However, beyond establishing this linkage, the exact manner in which motivation influences employees seems to have received minimal discussion by scholars. So far, existing research has paid minimal attention to detail how motivation drives employees to perform at their optimum levels (Baloch & Shafi, 2018; Perry & Vandenabeele, 2015).

In addition, a gleaning of the literature suggests that a rather large number of the studies on motivation and employee performance are conducted in developed country contexts, with the few studies in developing countries also focusing on public sector organisations (Aninanya et al., 2016). According to Kuranchie-Mensah & Amponsah-Tawiah (2016), this concentration has generated knowledge on employee motivation, but has also blurred the case of developing countries and private sector contexts. Given that motivational forms vary

in different contexts, it is possible that researching into motivation and performance in a private company operating in developing country could yield different results. Such a study will help generate additional insights to enhance a comprehensive understanding of the diverse influences of motivation on employee performance.

Therefore, this study investigates how motivation influences the performance of employees at the Devere Group Ghana. As an international company that is renowned for high performance and dedication by its network of seasoned professionals, the company becomes a good test case to understand how motivation influences them to perform at their optimum levels, towards the achievement of overall organizational goals. This is particularly relevant in developing countries where private organizations are noted for poor conditions of service, and the tendency of cutting back on motivation packages for employees due to the lack of financial resources (Ogunyomi & Bruning, 2016).

1.3 Research Objectives

The main objective of the study is to examine how motivation influences employee performance at the DeVere Group. This broad objective is further broken down into the following specific objectives.

1. To determine the kinds of motivation available for employees at the DeVere Group
2. To examine how motivation influences the performance of employees at the DeVere group.
3. To explore ways of enhancing motivation to stimulate performance among staff of DeVere Group.

1.4 Research questions

To achieve the above objectives, the study is guided by the following research questions

1. What kinds of motivation exist for employees at the DeVere Group?
2. How do these motivation packages influence the performance of employees at the DeVere Group?
3. How can motivation at the DeVere group be enhanced to stimulate performance among its employees?

1.5 Significance of the Study

The study is significant in three key areas; contribution to the literature, policy and to practice. With regard to literature, the study contributes knowledge on the influences of motivation on employee performance from a developing country context. This further enhances understanding of an important driver of performance and thereby extends the frontiers of knowledge in the field. The study also serves as a reference material for students and future researchers on Public administration and Human resource management.

With regard to policy, the study provides insights on how motivational packages drives performance of employees. This directs the attention of policy makers to incorporate such motivation packages in their human resource policies. The study provides information that helps managers and administrators identify motivational strategies to boost workers morale to perform.

With regard to practice, recommendations distilled from the study serve as input or resources to management on how to adopt a holistic approach in managing employees to perform at high levels. The suggestions on how to enhance motivation offers directions to

management to link performance of their staff to facilitators such as compensation and employee training and development. This will help managers to strategically maximize the human resource potentials of the company by providing the necessary motivation to drive performance among its employees.

1.6 Scope of the Study

This research investigated motivational influences on the performance of employees in Devere Group, a private, financial consultancy group in Ghana. It also investigated how motivation can be enhanced in the company to stimulate performance among its employees. The study is restricted to the management and employees of Devere Group Ghana.

1.7 Organization of the Study

The study is organized into five main chapters. Chapter one provides a general introduction to the study and sets the background within which the issues are situated. Issues that constitute the research problem are discussed in the chapter and subsequently formulated into research objectives and related research questions.

Chapter two reviews the literature beginning with the key concepts in the study. The concepts of motivation, performance and other empirical literature on motivation and its nexus with performance are discussed. The chapter ends with a theoretical framework to ground the study.

Chapter three presents the methodology used for conducting the research. The chapter makes a case for the appropriateness of the qualitative research approach as well as the case

study design. The chapter further discusses the sampling techniques, sample size, data collection sources, instruments and data analysis techniques.

Chapter four presents the findings and analyses. The chapter discusses the findings in terms of the literature and underlying theory and makes the necessary inferences. Chapter five sums up the study, distills the necessary conclusions and on the basis of that makes some recommendations to guide policy and practice.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The evidence of motivation and its impact on employee performance is anchored in several studies, concepts, models and theories. Therefore, to be able to understand the context within which the study is grounded, this chapter reviews the literature. The chapter has sections on the concept of motivation, forms of motivation, and performance. The chapter further discusses the motivation process and strategies for achieving high performance among employees. Other empirical studies on motivation and their relationship with performance are also critically discussed. Finally, various theories on motivation are reviewed as a means to develop a conceptual framework for the study.

2.1 The Concept of Motivation

The concept of motivation has been applied in several disciplines ranging from the fields of management, psychology and sociology. As a result of the varied applications, a number of definitions are found in the literature. According to Lindner (1998, pg. 19), motivation generally represents ‘those psychological processes that cause the stimulation and persistence of voluntary actions that are goal directed. Building on this, Tims, Derks & Bakker (2016), defined motivation as a complex mix of forces that come to play in starting and keeping a person at work or in an organization. In a more recent definition, Buchanan & McCalman (2018, pg. 4) conceptualized motivation as “the process that accounts for an individual’s intensity, direction and persistence of effort toward attaining a goal”. These definitions do not only highlight motivation as a force that invigorates, directs and sustains a person’s determination to work extra towards the achievement of a goal, but they also

suggest that motivation is some kind of fuel that pushes people to do more. Therefore, compared to an employee who is not motivated, the motivated person will be more inspired to work hard towards the achievement of organizational goals.

Another common thread that cuts across the definitions is that motivation covers those things that keep an employee stimulated to intensify his or her desire and willingness to use his energy for the achievement of organizational objectives. So conceived, motivation is seen as a force that invokes a person into action, and sustains the person in the course of that action until the desired goal is achieved. It is something that moves a person into action and continues him in the course of action enthusiastically people who are motivated are driven to go the extra mile or use greater effort to perform a job than those who are not motivated.

2.2 Forms of Motivation

Two main forms of motivation are discussed in the literature, intrinsic and extrinsic. These two forms are not mutually exclusive but are composed of different incentives with different influences on employee performance. According to Shin & Grant (2019), intrinsic motivation borders on an individuals' need to feel competency and pride in something and captures the aspects of doing work for its own sake (pg 12). This type of motivation covers internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development.

Intrinsic motivators are concerned with the quality of working life and are likely to have a deeper and longer term effect. These motivators include facilitators such as, involving employees in decisions that affect them not only increases their personal commitment, but also motivates them to be advocates for their decisions (Kuvaas et al., 2017).

Various aspects of intrinsic motivation and its impact are highlighted by different scholars. These include; psychological benefits and well-being (Ryan & Deci, 2000); accomplishment (Ryan & Deci, 2017); increased responsibility (Osterloh, Frost & Frey, 2002); self-actualization (Herzberg, 2003); and self-sustenance (Osterloh et al., 2002). Generally, intrinsic motivation is found to increase in more autonomous work situations and results in more positive attitudinal and behavioural outcomes (Kearney 2018).

Extrinsic motivation on the other hand refers to external factors, which can be measured in monetary terms, such as salary, benefits, promotion and disciplinary action. Armstrong, (2010), highlights the potential of physiological needs such as food, shelter and clothing to motivate workers as key aspects of extrinsic motivation arguing that the negative aspects like punishment can also energize workers. According to Dartey-Baah & Harley (2010), extrinsic motivators can have an immediate and powerful effect, but they are not necessarily long lasting.

Singh (2016), avers that motivation has both psychological and managerial meanings. The psychological meaning refers to the internal mental state of a person that relates to the initiation, direction, persistence, intensity and termination of behaviour, while managerial meaning deals with the activity of managers and leaders to induce others in order to produce results desired or outlined by the organization or by the manager which conforms to a relationship between motivation, ability and performance.

On the whole, both intrinsic and extrinsic motivation have implications for employee performance. While intrinsic motivation is concerned with rewards as the activity itself, the source of extrinsic motivation are external controlling variables as explicit rewards.

2.3 Motivation Process and Strategies

Motivation is not an event but a complex process that must be engineered over time to achieve the desired ends. Over the years, scholars have attempted to hypothesize this complex process and the strategies that can be adopted to make the most out of it. According to Gopalan et al., (2017), the motivation process requires enthusiasm and persistence to pursue a certain course of action.

The motivation process begins with an absence of physiological or psychological or need that activates behaviour, or a drive that is aimed at a goal. According to Gopalan et al., (2017), a needs-related model of the process of motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. The needs create wants, which are desires to achieve or obtain something. Goals are established which is believed will satisfy the needs and wants, and a behaviour pathway is selected which is expected to achieve the goal (Armstrong, 2010).

Zheng et al., (2017), indicates that a fundamental part of a motivation strategy must be that the process of achieving the goal is itself motivational. This makes it imperative to ensure that people do not give up during the implementation phase, by designing a process for achieving goals, and to control the motivation strategy.

A motivation strategy is necessary for conducting the daily tasks and motivating employees with common goals. It is not only a decision or simple words used to describe the goal, but also using a set of skills to achieve it (Steers & Lee 2017). From the organisational point of view, the motivation process follows certain defined steps, which, as a continuum needs to be periodically reviewed and strategized to ensure its proper renewal (Omolo & Oloko,

2015). This helps to maintain the motivation of employees. Herzberg et al. (1959) proposed that an employee's motivation to work is best understood when the respective attitude of that employee is understood. That is, the internal concept of attitude which originates from a state of mind, when probed, should reveal the most pragmatic information for managers with regard to the motivation of workers.

2.4 Employee Performance

According to Olaniyan (2009 pg. 24), performance may be described as an act of accomplishing or executing a given task. Bhuvanaiah, & Raya, (2015) indicates that the performance of an individual is contingent on three factors i.e. motivation, work environment and ability to do work. They add that these three factors are also dynamically related and depend on one another. Overall, performance is seen as the ability to combine skilfully the right behaviour towards the achievement of organizational goals and objectives. Various factors have been found to enhance performance in organizations. In examining how workplace environment impacts on employee morale for example, Dobre (2013) found that productivity and job performance are both important. He contends that if the work place environment is not liked by the employees they get de-motivated, their performance is also affected. Other factors include, poorly designed work timings, unsuitable authorities or duties, lack of appreciation, and lack of personal decision making opportunity are all crucial factors that have implications on employee performance. Overall, people working in poor environments are not satisfied, and they feel stressed out and that negatively impacts how they perform at the workplace.

2.5 Motivation and Performance

Organizational researchers have long been fascinated by how motivation is able to fire up employees to give off their best. As a key ingredient of employee performance, motivation has been found to be important because even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objective (Mostafa et al., 2015).

The literature is replete with several empirical studies that have examined the relationship between motivation and different aspects of performance such as job satisfaction, specific dimensions of job satisfaction, and the relationship between job satisfaction and outcomes such as job performance (Bhuvanaiah, & Raya, 2015; Mikkelsen, Jacobsen & Andersen, 2017). Among the many factors that have been found to stimulate employee satisfaction, organizational factors such as, cooperation with colleagues, the support and influence of the leader and reward system are commonly cited.

In a study by Steers & Lee (2017), on motivational factors that affect the job performance the effect of experience, salary, education, working conditions and job satisfaction on performance were found as important. It has been found that several factors position or grade of an employee in a company, working conditions and environment, level of education and other such factors were important for performance.

2.6 Towards a theoretical framework

This section reviews some theories on motivation as a way of generating ideas and synthesizing them into an appropriate conceptual framework to ground this study. These theories are important because they provide explanations to the reasons why employees are

motivated, therefore, and how they could lead to having better motivated employees which ultimately may lead to increased productivity in organizations (Ryan & Deci, 2017).

Several theories have been advanced by scholars to explain what drives employees to perform beyond the baseline in companies. The various theories attempt to understand the factors of employee motivation in organizations and the reasons why employees are motivated. These theories help us to understand how and why having well-motivated employees leads to increased productivity in the short and long run in organizations (Ryan & Deci, 2017). These include, Maslow's hierarchy of need theory (Maslow, 1954); Fredrick Herzberg's two-factor theory (Herzberg et al., 1959), and Skinner's reinforcement theory (Skinner, 1953).

These theories have led to the understanding of motivation and are underpinned by motivation theory classified as Instrumentality theory, Content theory and Process theory (Armstrong 2010). In developing a conceptual framework for the study, the instrumentality and content theories are reviewed.

2.6.1 Instrumentality Theory

This theory emphasizes on the need to rationalize work, and also on economic outcomes (Armstrong, 1999). It assumes that a person will be motivated to work if rewards and penalties are tied directly to the individuals' performance, thus the awards are contingent upon effective performance; meaning, and people only work for money. Instrumentality theory states that rewards or punishment serve as the means of ensuring that people behave or act in desired ways which is based on the principle of reinforcement as influenced by Skinner (1974) concept of conditioning- the theory that, people can be conditioned to act in

certain ways if they were rewarded for behaving as required. The theory can be traced to Taylor (1911), one of the earliest management writers who wrote: ‘It is impossible, through any long period of time, to get workmen to work much harder than the average man around them unless they are assured to a large and permanent increase in their pay’ (cited in Ryan & Deci, 2017)

2.6.2. Content (Needs) Theory

This theory is based on the fact that the content of motivation consists of needs (Armstrong, 2010). An unsatisfied need creates tension and a state of disequilibrium, and to restore the balance, a goal that will satisfy the need is identified wherein a behavior pathway that will lead to the achievement of the goal is selected (Armstrong, 2010). The theory suggests that, not all needs are equally important for a person at any one time; some may provide a much more powerful drive towards a goal than others depending on the individual’s background and present situation (Van den Broeck, 2016).

Maslow’s theory on the hierarchy of needs is one of the most popular theory of motivation. A Maslow observed that employees had five levels of needs and that human needs are in the form of a hierarchy ascending from the lowest to the highest. Maslow emphasize that no need can be fully gratified and that when a need is substantially satisfied, it ceases to be a motivator. This makes a person seeks a higher level of need (Dobre, 2013).

Maslow theorized that the lower level needs have to be satisfied before the next higher level need would motivate an employee (Armstrong, 2010). In Maslow’s conclusion, in order to meet the needs of an employee, the employer had to understand the hierarchy of the need to

which the employee belongs. According to Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

- **Physiological needs:** These include needs that sustain human life. They include such basic needs such as the need for food, water and sex. Maslow argued that these needs are fundamental and that must be satisfied before other needs and motivators can be achieved (Armstrong, 2010).

- **Security or Safety Needs:** In Maslow's hierarchy, these needs are the next most important and they include the need to be free from physical danger and the assurance of one's job, property shelter food, etc. protection against emotional disappointment.

- **Social Needs:** These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group.

- **Esteem needs:** Maslow identified this to include the need to belong and be accepted by others, the need to be held in high esteem by individuals and others. These kinds of need produce satisfaction through power, prestige, status and self-confidence. It includes internal esteem factors such as self-respect, autonomy, achievements and external factors such as status, recognition and attention.

Self- Fulfilment (Self-actualization): This is the highest need in the hierarchy and it provides the drive to become what one is capable of becoming, to maximize one's full

potential and to accomplish something. It includes needs such as growth, achieving one's potential and self-fulfillment.

Maslow argued that once a need has been satisfied, it no longer acts as a strong motivator and the need at the highest level becomes the motivator. He argues that as the higher-order needs for esteem and self fulfilment provide the greatest impetus to motivation, they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction. In relating Maslow's motive hierarchy to the work situation, Van den Broeck (2016) identifies the esteem-need level as an important transition area for human incentive.

The need level constitutes a clear dividing point within the hierarchy with respect to the locus of the source of need fulfillment: for the lower half of the esteem stage and for those needs below, the accomplishment of need fulfillment is outside the person, through the manipulation of objects in the environment or through interpersonal contact (Armstrong, 2010). According to Miner (2015), satisfaction occurs when needs are fulfilled which motivation attempt to satisfy. In the gratification of self-esteem and self-actualization needs, the emphasis is on an internal reaction to events. Such sensations as the pleasure from successful achievement, the exercise of a personal skill, the acceptance of responsibility, are focused upon by Maslow as factors fulfilling the self-esteem and actualization needs.

2.6.3 Herzberg Two-Factor Theory

Herzberg and his associates developed the two-factor model of satisfiers and dissatisfiers, in an enquiry into the causes of job satisfaction and or, dissatisfaction of accountants and engineers. Their study was based on the assumption employees have aptitude to figure out

the conditions and incentives that caused them to be satisfied or otherwise with their jobs, with the leading question –What do people want from their jobs?

Building on these two kinds of motivators, i.e. the factors that result in satisfaction with one's job and those that result in dissatisfaction for employees at work, Herzberg theorized that intrinsic factors are related to job satisfaction while extrinsic factors relate to dissatisfaction. He concluded that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. Based on this he identified the two major factors; motivators and hygiene factors that could lead to job satisfaction (Herzberg, 2003).

Herzberg noted that the motivators are intrinsic factors that permit psychological growth and development on the job such as achievement, recognition, responsibility, advancement, challenges and the work itself. Hygiene factors on the other hand are extrinsic and describe the conditions of work rather than the work itself (Armstrong, 2010). They include job security, salary, work conditions, company policy, administration, supervision, interpersonal relations with subordinates and supervisors.

In concluding, Herzberg (2003) observed that employers should be concerned with the job itself and not only with the work conditions. Ansari (2013) adds that, extrinsic rewards have a substantial impact on employee motivation while intrinsic rewards don't have any significant impact on employee motivation. An efficient reward system can be a good motivator but an inefficient reward system can lead to demotivation of the employees. Based on these, Miner (2015), conclude that both intrinsic and extrinsic rewards motivates the employee and result in higher productivity.

2.7 Conceptual Framework for the study

Following from the review of literature and relevant models of motivation, an attempt is made to integrate the key issues into an appropriate model to guide this study. Fig 2.1 depicts the conceptual framework illustrating the motivational factors that are likely to influence employee performance at DeVere Group. The framework captures the various forms of motivation both intrinsic and extrinsic, as identified by various researchers all of which combine to bring about satisfaction of employees, and their performance.

The framework identifies four intrinsic factors, competence, consultation achievement and recognition that will be important to motivate employees of Devere and drive them towards the achievement of the goals of the company. Involving employees in decisions that affect them and providing them with opportunities to enhance their competence will not only increase their personal commitment, but also motivate them to be advocates for their decisions.

Four extrinsic factors namely salary, promotion, award scheme and professional advancement are also built into the framework as important influence the performance of employees at DeVere. These include physical incentives such as enhanced salary and other tangibles that are given to workers. The framework is consistent with Jeremy Bentham's admonition about sticks and carrots, and thus how both forms of motivation energize workers to perform. As can be seen in the framework, it is expected that the extent to which these motivational factors will influence employees to perform will depend on a supportive leadership and work environment.

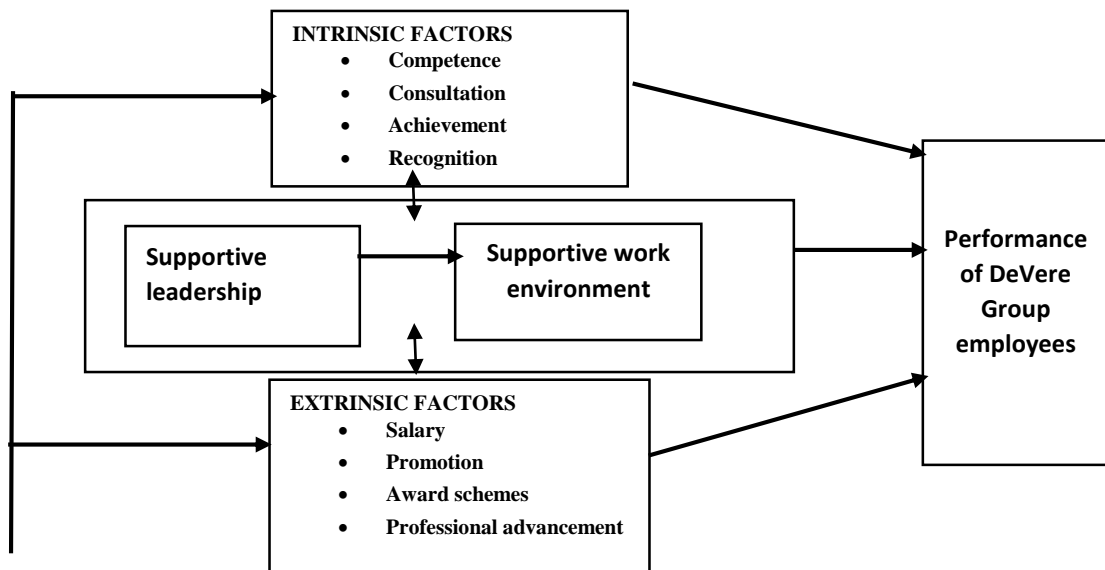


Figure 2.1: Conceptual framework depicting the motivational factors influencing performance at DeVere Group

Source: Author conceptualization, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research procedure that was followed for carrying out the study. The chapter outlines the various methods, strategies and specific activities that were undertaken throughout the entire research process. The specific themes discussed include the research approach, research design, population, sampling techniques, and interviews as the main data collection tool. There is also a section on data management and analysis which involves how the data collected was handled, processed and analyzed. This chapter was relevant in providing a methodological structure to guide the study.

3.1 Study Approach

The study adopted the qualitative approach in undertaking the study. According to Creswell (2013), the qualitative approach is exploratory in nature, based on small samples and are relevant for studies that seek understanding beyond what is seen on the surface. Using the qualitative approach for the study, made it possible to detail the kinds of motivation packages available for employees at DeVere and understand how they drive them to go the extra mile.

Furthermore, the approach enhanced interaction in a manner that allowed respondents express themselves freely and describe their experiences on motivation in the company. This is in line with Boateng (2016), who observed that the qualitative approach is relevant if a researcher wants to study a particular phenomenon through the subjective interpretations of participants involved. Positioning the study in a qualitative framework allowed the

researcher to ask probing questions to elicit relevant responses from the interviewees to get a detailed picture of the influences of motivation on performance of DeVere employees. The approach was useful in helping the researcher explore the unique characteristics of DeVere, their strategies for motivating employees and how that influences the employee's performance.

3.2 Study Design

A research design is a plan or blueprint by which a particular study is conducted (Garner et al., 2016 pg. 14). It is a preconceived strategy by which data is collected for the investigation of a research hypothesis or question. This study is designed as a case study due to the explanatory nature of the key research question, thus, to examine how motivation influences performance.

The design enabled the in-depth study of the bounded case of the DeVere Group, examining how the various kinds of motivation available to employees influence their performance. The design afforded management and employees the opportunity to critically analyze their organizations from both personal and professional points of view (Yin, 2009).

Finally, the case study design enabled the researcher to adopt and combine different data collection instruments (Yin, 2014). In this study, in-depth interviews were combined with document analysis to enhance triangulation and a comprehensive understanding of issues.

3.3 Study Organisation: DeVere Group

The study focuses on DeVere Group, which is an independent financial consultancy group with more than 80,000 clients in over 100 countries. The company was established in 2002 and works with international investors and expatriates to find financial services that best suits their medium to long-term requirements for investments, savings and pensions. The

company has over US\$10 billion of funds under administration and management, offering tailor made financial products to fit the needs of different individuals.

As an independent financial consultancy with a global presence, the company has offices in over fifty countries including Abu Dhabi, Tokyo, Geneva, Johannesburg, Dubai, London, Shanghai, Zurich and Moscow. DeVere works with JP Morgan, Morgan Stanley, UBS, RBS, Commerzbank, Goldman Sachs and an array of international banks to support its clients in creating, growing and safeguarding their wealth.

The company has been in Ghana since 2012 and has over 400 high net worth clients advised by a team of international financial advisors who also serve clients in Cote d'Ivoire, Nigeria, Benin and Burkina Faso. The company prides itself in offering clients a world-class and results-driven service and has been cited as having top notch human resource practices. It is well known for committed employees and high performance. Anecdotal evidence suggests that the company offers immense learning and earning opportunities beyond what is generally offered on the markets.

3.4 Sampling Technique

The study used the purposive sampling technique to select respondents. Purposive sampling involves using one's own judgment to select cases which best meets a study's objectives and answers the research questions (Saunders, Lewis & Thornhill, 2011). The technique enabled the researcher to identify and select key informants who have the relevant information necessary to achieve the research objectives.

The decision on which officials to interview was made before fieldwork but it proved unworkable when the researcher got to the field. Consequently, the snowballing technique was used to reach the respondents (Rubin & Babbie, 2016). Upon arrival at the DeVere offices, the researcher was aided by the Human resource officer to identify the most suitable respondents who could answer the questions.

3.5 Sample Size

The sample for this study is made of two groups. The first group was made of management officials who are directly or indirectly connected to formulating and implementing HR policies for the company. This group included the HR officer, director of development and management, monitoring and evaluation, the group administrator and three other senior officials in supervisory positions in the company. These officials were interviewed to pick their experiences on the kinds of motivation available and how they influence employees. The second group comprised lower level employees of the company, who were interviewed to understand how motivation influences their performance. They were also made to offer suggestions on how motivation could be improved to drive them to perform better.

Overall, a total of fourteen (14) respondents were interviewed in the study (see table 3.1). This included three senior management officials, three (3) supervisors and eight (8) employees of the company. This number was deemed sizeable due to the limited time within which the study was to be conducted and also manageable to achieve the study objectives.

Table 3.1: Breakdown of respondents and their backgrounds. Source: fieldwork data 2019

Category of respondent	Job position	Number of respondents	Experience
Management	Deputy Director	1	9
	Human Resource Manager	1	5
	Group administrator	1	6
	Group coordinators	2	8&5
	Assistant Manager	1	6
Employees	Financial planning coordinator	1	4
	Consultants	2	9&6
	Creative marketing manager	1	11
	Business Development Managers	2	10 &3
	Financial Coordinator	1	6
	Area manager	1	4
Total Respondents		14	

3.6 Sources of Data

The study used data from both primary and secondary sources. The primary data was collected from field interviews with management and employees of DeVere Group Ghana. The primary provided new empirical data on the influences of motivation on performance of employees.

For the secondary data, the study resorted to a review of DeVere company documents, HR policies reports, newsletters and bulletins. In addition, other online sources as well as journal articles were used. These documentary data provided a background to the study and helped to make sense of the evidence gathered from interviews (Rule & John, 2015).

3.7 Data Collection Tools

Data for the study was collected through interviews. The interviews enabled the researcher to have a detailed discussion with key informants and also helped to stimulate interactions between the researcher and respondents in a manner that enhanced a detailing of the individual experiences of employees regarding the motivation packages and their influences on employee performance at DeVere (Saunders et al., 2018).

Considering the researchers objective of seeking understanding, interview guides were used. This offered the researcher an opportunity to go beyond the surface to have a wide-ranging understanding of motivation and how they influence the performance of employees from the DeVere Group context. It allowed the respondents to share their experiences in an unrestricted manner, while affording the researcher, the flexibility to follow up on interesting issues that emerge in the process. The interview questions were posed in an open-ended fashion, and respondents answered in the form of narratives (Attride-Stirling 2001). The interviews were audio-recorded with the permission of participants.

3.8 Data Management and Analysis

The responses obtained through the interviews were recorded with an audio device and saved on the researcher's laptop. The audio files were transcribed into Microsoft word format, later edited to check for errors and made ready for analysis.

The actual data analysis started with data familiarization where the researcher read the data over and over again to know what it contained and the interesting themes in them (Boateng, 2016). The thematic analysis procedure of identifying, classifying analyzing, interpreting and expressing patterns in the data set was used to organize the data (Braun & Clarke, 2006).

Analysis was done thematically after data was classified according to the three key objectives in the study: the kinds of motivation available for employees at the DeVere Group; how motivation influences the performance of employees at the DeVere group and ways of enhancing motivation to stimulate performance among staff of DeVere group (Creswell, 2013)

The analysis involved relating the research findings with the reviewed literature and theory to see how they play out and the insights that can be distilled. Direct quotations from interviewees are used to support themes and enrich the discussions. New insights picked up from the discussions served as a basis to inform conclusions and policy recommendations.

3.9 Ethical Considerations

The study complies with ethical guidelines/policies on research of the University of Ghana. In compliance to these guidelines, a number of ethical principles were taken into consideration to ensure the confidentiality, anonymity and interest of respondents and the DeVere group in general.

First, the researcher sought clearance from the DeVere group before data was collected. This was done by forwarding an introductory letter signed by my supervisor and a copy of my research protocol detailing the objectives, benefits and potential risks of the study to the company.

Before the commencement of interviews, respondents were assured of the use of information given for academic purposes only. To ensure their anonymity and confidentiality, they were not required to indicate their names. They were also informed of

their right to voluntary participation and withdrawal at any time (Tracy, 2010). Interviews were scheduled to suit the convenience of officials and they were given opportunity to ask questions at any stage of the interviews.

Data was stored on the researcher's personal laptop, a cloud storage (iCloud) and an external hard drive to minimise security risks or loss of work. All storage files were protected with passwords, and backed up weekly whenever new changes were made.

CHAPTER FOUR

FINDINGS AND ANALYSIS

4.0 Introduction

This chapter presents analysis of the data that was collected in response to the study's research questions. The analysis was arrived at after the researcher compared the interview data with those obtained from company documents and other literature reviewed and the study's conceptual framework. The qualitative content analysis was used to generate meaning from the raw data by identifying important themes and patterns through careful examination and comparison. The content (responses) of the interviews were closely reflected upon to generate and common themes for each objective. In writing the report, specific statements are cited where relevant to buttress the themes discussed. The researcher interpreted and synthesized the findings by relating the findings with existing literature to see where it all fits.

4.1 Motivation packages available for employees at the DeVere Group

This first objective was to identify the motivation packages available to employees of Devere, and to assess whether or not employees found them adequate enough to drive them to perform. Pursuant to this, the study investigated the specific packages made available to employees of the company. Data for this objective was obtained through interaction with management officials, employees and recourse to secondary data. The interviews revealed that, the company has several motivational packages which are largely performance driven; that is to say, they depend on an employee's performance. The specific observations are delineated in the sub-themes below.

4.1.1 Performance packages

This study found that there are several performance packages at Devere. Some of the packages are monetary while others are non-monetary. They include, enhanced salary, cash incentives, travel opportunities, learning and study opportunities, career advancement opportunities, promotions, consultant training in and outside Ghana, daily quiz on product and market knowledge, selection of motivational videos for promotions, shares in the company's products, and salary increases. These incentives are not automatic but are tied to the achievement of certain targets usually at the end of the week or month. According to respondents, this is primarily based on the number of customers or businesses that an employee is able to bring to the company after a given period.

A management official pointed out;

“We have several performance packages which are tied to the individual's capability to rake in more customers for the company. That is different from their basic salaries and depend on how hard the individual works to get clients and keep them on his or her list. So the system encourages them to work hard to sign more deals for the company because every deal or customer will count towards getting these incentive packages”.

This was confirmed by a client liaison officer;

“The company has several motivation packages such as travel, medical and educational inducements for employees. Some of them are in the form of physical cash but others are non-monetary. They are also performance driven, which means that they largely based on performance. They are usually paid at the end of the week, month or year”.

4.1.2 Good working environment

Related to the performance packages are good working environment which was also found to be an important source of motivation for employees at Devere. It was observed that the company has an excellent working environment for employees to work in. From the views collected, majority of respondents agreed that the company has a working environment that adequately guarantees their physical and emotional wellbeing. Respondents were generally happy with the office environment and their overall working conditions. The provision of these conditions and other measures like training and refresher courses combine to give employees a psychological ease and assurance to go about their tasks and also impelled them to perform. One employee noted thus;

“The company has several inducements to make you want to perform. As you can see the office environment is heartwarming and you even feel proud to work here. The general conditions provided by the company are excellent. One gets some form of assurance from the way things are done here that the place is conducive. The general work environment makes me feel safe”

Another respondent explained;

We have a beautiful environment within which we work. Apart from that we have other inducements like an insurance policy that covers all workers. Although it does not cover all the health conditions like you will get for the premium insurance, it is quite comprehensive. They also provide the necessary work conditions that helps you stay safe and healthy in the course of your work. Sometimes they give us other surprise packages that drives you to deliver. All of these make me feel contented and ok working for the company”

These views indicate that employees believe that the company has a comfortable working environment as well as adequate motivational packages that impacts their performance. Apart from other monetary inducements, a good working environment is also a motivation

for employee. The office environment poses a good image of the company to its customers. This confirms Herzberg call for the need to satisfy other extrinsic factors such as conditions of work rather than the work itself. These findings are consistent with other empirical works by Khan et al., (2017), who found working conditions to be a major motivational factor that positively impacted the performance of employees in a sportswear company in Bangladesh. The findings further suggest that the company combines intrinsic and extrinsic forms of motivation to drive performance among its employees. The extrinsic inducements include enhanced salary, health and accommodation allowances, while the intrinsic were promotion, recognition, career training and development, growth and opportunity. It supports the position of Nikpour, (2017), that both intrinsic and extrinsic forms of motivation are needed to stimulate employees to the expected productivity and that managers should strive to ensure a good balance between these forms of motivation.

4.1.3 Adequacy of motivational packages

The study also sought to gauge employee's views on whether or not they found motivational packages adequate. On this, the responses were mixed. While some of the respondents felt that the packages were adequate, others opined that they were not enough and more could be done. A few of the employee respondents also felt that the targets to be met before qualifying for these packages were too difficult to achieve. However, on the balance of the interviews, majority of employees felt that the packages at Devere are adequate, especially when compared with other private companies in Ghana. An employee made the point;

“Yes I think the packages are very adequate. Our packages are designed based on international business of companies’ top performers. I have asked around, and not many companies have the packages we have here. But the thing is that a lot of the packages are not fixed. That is to say you must perform to achieve certain targets before you get them, and that is not easy to achieve. But the fact that it depends on

the individual means that when you work hard you can achieve it and that is good. With travel opportunities, educational packages and housing opportunities, one cannot ask for anything better”.

This position is supported by another respondent;

“It is not every company that has these packages so it actually good for us. I will say the motivation incentives here are juicy. Anybody who is passionate and driven to perform will find the inducements very rewarding”

These views go to show that employees of Devere are generally content with the various motivational packages offered them. They find it adequate enough to drive them to excel in their various tasks. As noted by Singh, (2019), employees perform to their optimum levels if they consider their management firm enough to motivate them.

4.2 How motivation influences the performance of employees at the DeVere Group

This objective was to understand how the various motivational packages provided by the company influenced employees to perform at optimal levels. It was to detail the experiences of management and employees on the effect of motivation on how they discharge their responsibilities at the workplace. The interviews revealed several ways by which employees are influenced by the motivational packages. These are discussed below.

4.2.1 Motivation and Increased Productivity

The study established that an important means by which motivation packages influenced performance was that, they served as a stimuli to drive employees to perform. Management attested to the fact that employees were keen to work hard to meet set targets because most of them wanted to enjoy the packages at the end of the week, month or year, and that

increased their productivity. In their view, this was made possible because the packages are tied to the achievement of certain targets.

“The packages drive employees to be productive. Management ensures that staff achieved their routine scheduled targets in order to consolidate the company’s targets and the overall goal of the group. At the end of the day, all the employees who meet their targets are rewarded and that is how we drive performance in them”

An employee explains how motivation packages induce her to perform

“The various packages in the company are mouthwatering and everybody wants to achieve something by end of month or year. So as you can see, nobody has time to waste here. We are all motivated because at the end of the day, you want to qualify for something”.

Another respondent noted;

“I like to travel so the travel incentives serve as motivation to me. I am encouraged to work hard so I can earn the travel incentives. Like I said, they are performance based so you hit the target and you get the incentive. So it influences my speed and accuracy of my work. Speed because, I need to work fast to bring in more clients, and accuracy because it is one area that management is concerned about. You are disqualified if you make mistakes so you need to pay attention to details”.

These observations indicate that motivation boosts employee’s desire to work harder and think deeper, especially when they are tied to performance.

4.2.1.1 Early reporting to work

It was also found that because employees wanted to meet set goals in order to earn the benefits, most of them reported to work early and left late. The general sentiment expressed by management is that they did not have to check absenteeism or lateness to work and that

employees themselves were eager to come to work early because they wanted to begin their business for the day. This position is confirmed by an employee;

“Motivation really encourages me to give off my best. Honestly the days after I am given motivation are the days I am so fired up and I come to work early. Although it is not enough, you can imagine that I will always come to work early if I am motivated always”.

Another employee noted;

“I am driven to put in more hours because of the motivation incentives that are available. I put in more hours because I want to get qualify for the incentives. So because of the incentives available, I don’t want to leave, I am mostly the first to arrive and last to leave”

4.2.2 Motivation and employee commitment, loyalty and retention

Motivation packages at Devere Group were also found to influence employees, making them more committed and loyal to the company. The interviews revealed that the juicy packages offered employees made them put the interest of the company first in all they do. Employees indicated that they feel indebted to the company because of the packages given them particularly, the career advancement opportunities and the chance to own shares in the company. A respondent made this point succinctly;

“I feel a sense of loyalty and gratitude to the company because of the motivational benefits they offer us. They have given me the opportunity to study and advance my career while working. I also have the opportunity to travel around the world, which is something I really enjoy. Though I must admit that you have to break your back to be able to earn these things, they make me perform and also be loyal to the company. So if you ask me, I will not be able to leave even if I get another offer from another company because I feel indebted to Devere. So yes, motivational packages are a big influence in this area”

Another respondent opined;

“The various packages do not only make me live a comfortable life but also advance my career. This places some obligation on me to commit my energy and time to the benefit of the company that helped me advance. In addition, they give you the chance to own shares in the company so you become loyal and work hard because it is for your own good in the end. These kinds of arrangements make you loyal and you don't ever dream of leaving the company”

These findings indicate that motivation can also drive employees to be committed and loyal to the company such that they will put the interest of the company first in all they do. It points to the fact that motivation can also lead to employee retention and less staff turnover. Thus, employees are will remain with their company if they are well motivated. These findings resonate with by Agnihotri, Sareen & Sivakumar (2018), who also found that motivation positively impacted employee retention in Malaysian hotels as a result of increased job commitment and loyalty. As has been seen in this study, motivation creates in employees, a sense of loyalty to the organization obliging them to continue serving the company.

4.2.3 Serving clients with delight and enthusiasm

An important area through which motivation influences the performance of employees of Devere is the manner in which they serve clients. From the interviewees, the motivation packages fueled their drive to serve clients with some delight and enthusiasm because it has consequences on their business and consequent enjoyment of packages This was found to be particularly relevant to the Devere Group because per the nature of their tasks, employees have to maintain a good relationship with clients not only to keep them, but also lead them to other customers. The picture as painted by one respondent;

“The desire to earn monthly packages makes me serve the customer’s with some happiness and enthusiasm. I am careful to handle them well because one happy customer will introduce me to another one and that means more business, and for me, that is getting more incentive packages”.

Another respondent noted;

“Customer care is key here because it has implications on the employees enjoying the motivational packages it is a big deal around here. How you treat customers indirectly affects your ability to keep them and consequently your chances of winning bonuses at the end of the year. I personally like to travel so the travel incentives serve as motivation to me. I am encouraged to work hard so I can earn these travel incentives at the end of the year.

This shows that motivational packages can influence employees to offer good customer care because of the implications on enjoying these packages. As argued by Lawler (2003) the prosperity and survival of organizations is determined through how they treat their on human resources, because they transfer whatever treatment they are given to the company’s clients or customers

4.2.4 Motivation, job satisfaction and increased performance

This study also found that the motivational packages offered to employees of Devere made them satisfied with their jobs which consequently increased productivity. The interviews revealed that employees are generally comfortable as a result of the various incentive packages with most of them suggesting that they did worry about other issues such as career advancement, additional income etc. This satisfaction with their jobs pushed them to perform their functions toward achieving set goals. In this way, motivation was found to lead to job satisfaction which derives from a meaningful assurance of employees that the company they work for, will also cater for their needs. Thus, motivation influenced

employee's performance as a result of the satisfaction gained by working for the company.

One respondent argued;

“The motivational packages available in this company make me satisfied with the company and the job that I do. I never complain even if the pressure mounts because I am aware that every single sweat will yield some benefit at the end of the month. The thing is, once you make a client happy by being able to solve his or her problems, you are happy. That also positions you to earn the packages to improve your on life, so overall, it makes you happy on the job and perform more. Career advancement and regular training for instance broadens your horizon and makes you want to stay and continue working for the company”

The findings are in line with the study's conceptual framework that the various forms of motivation will positively influence employee performance. It validates the findings of empirical work by Mekpor & Dartey-Baah, (2017) which also established that in Ghana, job satisfaction is related to attitudes and characteristics such as pay and reward, policies, leadership behaviours, management styles and relationship with co-workers. As has been seen in this study, motivation positively affects job satisfaction with implication on employee commitment, absenteeism, intentions to quit, and turnover.

4.4.3 Recognition, reward and performance

The various motivation packages also served as a form of recognition and reward that stimulates employees to deliver. Most respondents indicated that the incentives served as a form of recognition and reward for work done. Employees had a sense of wellness and happiness because of the recognition given to them by management for performing well. The company has a reward scheme where recognition was shown by rewarding those who had achieved beyond their targets and also complied with company standards every week with company products. For management, this was not only to incentivize employees to

work hard but also to make them enjoy a better life for sacrificing for the company. An official argued;

“We have a policy to make employees feel part of the company. As you can see, we address each other as ‘mates’, to signify that we are all members of one team. This is to boost each other’s self-esteem. For employees who go the extra mile, we have incentives like ‘worker for the week’ selection of videos, and several others. Every week, supervisors nominate one person from their department to be considered for the award. It has really thrown a challenge for the workers to go the extra mile. The award is such that those who win make some extra money and other packages to enhance their lives”.

An employee who has been rewarded several times noted how it influences her to perform

“I keep getting these awards and it drives me to perform the more. The last cash award helped me pay off my housing loan and it took some pressure off me. The important thing is that because of these rewards, I am encouraged to give off my best”

These findings underscore the importance of both forms of motivation to employee performance. It shows that intrinsic rewards such as recognition for achieving targets and doing a good job have a huge impact on employees. This sense of doing something worthwhile and satisfaction are in line with earlier ideas by Ireferin & Mechanic, (2014) that, once pay exceeds subsistence level, intrinsic factors are important motivators. The findings indicate that both extrinsic and intrinsic forms of motivation are important to drive performance in employees. Just as Devere employees are motivated by an adequate and reasonable salary and allowance payments to be cater for their basic needs in life such as clothing and food, they are also driven by other motivators. It fits into Bandura (2011) observation that the intrinsic motivation is more effective than the extrinsic reinforcement given by others (pg. 15). This implies that higher salaries and productivity earnings are not

the only means of improving the motivation of employees, although they play an important role in second satisfying them and keeping them focused because among other things, it does not make them worry about taking work extra hours or adopt second jobs. It also shows that when employees' needs are satisfied, it enhances their psychological well-being and enables optimal functioning and performance (Reis *et al.*, 2000).

4.3 Enhancing motivation to stimulate performance among staff of DeVere group

This final objective sought to explore avenues for enhancing motivation to further drive performance among employees of Devere and other similar companies. Data for this question was derived by simply asking respondents to suggest ways of improving the motivational packages as a means of driving them to perform even more than they are doing now. A number of important suggestions came up.

4.3.1 Prolonging the timespan for qualifying for the packages

According to the responses gathered, one way by which motivation could be further enhanced to stimulate performance of Devere employees is through increasing the timespan for assessing these motivational benefits. There was some consistency among respondents that the weekly and monthly assessments of employee performance did not only put extra pressure on them but also, did not really capture their work done. This is because per the nature of their work, their output went beyond the week or month. Therefore, for the incentives to really cover the work done, it will be appropriate to extend the time of assessment much further. This is explained by an employee;

“The timespan for evaluating performance must be made a bit more far in between. This is because sometimes you make the necessary groundwork but you are not able to close deals by the end of the week or month and so you don't get any deliverables. Per the weekly and monthly reward system, what that means is that you do not get

any recognition or reward because you could not finalize your deals with your clients. But if it is taken to say every quarter, it will be better, because then, all the work you have done would have matured and borne fruits”.

4.3.2 Expanding the incentive base

Although employees were unanimous that the incentives are generally adequate, they felt that more could be added to further enhance employee performance. They indicated that other ones that cover every worker of Devere could be added apart from the ones on competitive bases.

“The incentive base as we have it no, is ok but it could be further expanded to include other things like end of year bonuses, friday afternoon drinks with the entire staff, an increase in the monthly base pay and the like. It would help if more incentives are added and there should be incentives every other day”.

Another employee added

“We have to add on to the incentive base. The more the incentives are, the higher the chances that every other employee will qualify for one or two of them at the end of the moth. This will make everybody happy at the end of the year. The situation where only a few number of employees qualify at the end of the year can also demotivate others”.

4.3.3 Motivation should be from within and not from without

Employees also felt that the qualifications for the motivation packages at Devere are difficult to attain because it tends to emanate from external forces, thus management and board of the company. Majority of employees felt that things could be made flexible so that employees can develop their own performance plans and workflow. The reckoning of respondents is that, this will make them relax and not always feel like some external actors are forcing them to deliver. A respondent explained;

“The way the motivational packages are structured now, they are very stringent and not easy to attain. It puts all employees on the same scale and we are expected to produce results with strict deadlines. But they must also not forget that employees are not the same. We are not motivated by the same things. Therefore, if we should be given the option of creating our own workflow and not tied to strict ones lines we have no, it will be better. You have no idea how people will perform if they are made to do things by themselves”.

These concerns fit into the content theory can be a useful tool in determining the kinds of rewards that could be effective in motivating employees in Devere. It emphasizes the need to recognize every employee as an individual, and also for management to remember that employees’ needs differ from time to time.

4.3.4 Designing packages that target performance in specific departments

Another suggestion that came up as a means of enhancing motivation among employees was the need for management to tailor motivation packages to the specific responsibilities of each department. Respondents indicated that sometimes, those supporting departments and staff who are not involved in the core business of the company was not targeted in such incentive packages. It therefore makes it difficult for staff from such departments to be recognized and rewarded. An administrative assistant noted;

“Employees from some departments like estate and administration are rarely motivated by organization wide incentives. And yet we are the ones who oil the whole company. But because we are not at the forefront of our core business, we are sometimes taken for granted. I think more attention should be paid to every department by designing measures to also cover the work that they do in these departments”.

Another respondent shared a related view

“I think the incentives should be tailored to geographic areas since business booms at different times in different countries”

4.3.5 The need for team building exercises, encouragement and support from management

As has been noted, motivational packages in Devere cuts across monetary and non-monetary inducements. Employees suggested even though they are expected to deliver in order to enjoy the various incentive packages, they would also be motivated if they still get a pat on the shoulder from management in times when they are not able to meet their targets. According to them, more team building exercises are needed to further motivate them to perform better. An area manager explained;

“Motivation is not just about money or other tangibles. It is also about emotional support and encouragement. There are some times that the sales can be so low and you are under pressure because you are not able to meet your targets. In such cases, just a mere word of encouragement from your boss can fire you up to perform. So it is important that you get support from within even in difficult times”

A consultant added;

The management of this company is very supportive, but they can do more especially when it comes to offering employees support hen the times are hard. The work is so stressful and sometimes you do all you have to do but things don’t go as you expect. There is the need for the adoption of more team building strategies that can help employees put the energies together and draw synergies. I think that is a more useful approach to employee performance than keeping them to themselves and biting their nails for solutions”

These views are important as they drum home the point by Herzberg (2003) that motivators such as recognition, responsibility and opportunity for growth are crucial to drive

performance. As suggested by the findings, workers are not only induced by monetary considerations, but also by the need for encouragement and support from both management and colleagues when the times are difficult. The findings also highlight the important role of management in inspiring performance in employees and not only through monetary incentives. These findings seem to challenge an earlier finding by Akafo & Boateng (2015), that there are significant differences between the public and private sector irrespective of managers' values and reward preferences, and the fact that private sector workers are more motivated by monetary rewards. As has been found in this study, Devere employees are also motivated by other non-monetary rewards such as encouragement from leadership and support from colleagues. Other suggestions picked from the interviews as a way of enhancing motivation are award ceremonies, dress down Fridays, and company training trips which can enhance team building as a means of driving performance.

4.4 Conclusion

This chapter presented the findings and analysis of the study. The analysis revealed that the company has various kinds of motivational packages for employees, both intrinsic and extrinsic. The specific packages include, enhanced salary, cash incentives, travel opportunities, learning and study opportunities, career advancement opportunities, promotions, consultant training in and outside Ghana, daily quiz on product and market knowledge, selection of motivational videos for promotions, shares in the company's products, and salary increases. It was established that the incentives are not automatic but are tied to the achievement of certain targets usually at the end of the week or month. Generally, employees found the motivation packages to be adequate.

In terms of how these packages influence employees, the analysis showed that the motivational packages influenced them to perform in several respects. These include,

influencing employees to come to work early, staying on longer to complete tasks, and serving clients with delight and enthusiasm. It also led to job satisfaction, loyalty and high retention rates among employees, all of which improved their performance.

The good working environment of Devere also motivated employees and most of them felt proud and contented to be associated with the company. The clean environment and modern furniture provide a good atmosphere to do business and increases the performance of employees. Motivation also reduces absenteeism and leads to high loyalty and commitment among employees. This influenced them to go the extra mile for the company.

On the final objective of how to enhance motivation to improve performance, suggestions that came up include; prolonging the timespan for qualifying for the packages, expanding the incentive base, tailoring packages to suit performance in specific departments, team building exercises, encouragement and support from management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This final chapter presents a summary of the study, the main findings, the conclusions arrived at, and recommendations for improving motivation and subsequent performance among employees at Devere Company in particular and other private companies in general.

5.1 General Summary of the Study

This study investigated the influence of motivation on employee performance with a focus on Devere, Group, Ghana. The study comprises five chapters. The first chapter, covers the introduction and background within which the study is situated. The research problem which was later framed into research objectives and questions to drive the study are also presented in this chapter.

The second chapter comprises the literature review which had relevant concepts and literature particularly on motivation and performance reviewed. A conceptual framework was set up out of the review to guide data collection and analysis.

In chapter three, the research methodology of the study was presented with discussions on the research approach, research design, population, sampling techniques, sources and tools for data collection and data analysis procedures.

In chapter four, the study's findings and analyses are presented. The findings are synthesized with the literature reviewed and the study's conceptual framework as set out in chapter two. In this final chapter, which is chapter five, a summary is made of the entire study. Some conclusions are distilled to serve as a basis to proffer the relevant recommendations.

5.2 Summary of Findings

The study's findings are summarized under the following sub-headings: kinds of motivation available for employees at the DeVere Group; how motivation influences the performance of employees at the DeVere group, and ways of enhancing motivation to stimulate performance among staff of DeVere group.

In respect of the kinds of motivation available at Devere, it was established that the company has various kinds of motivational packages for employees, both intrinsic and extrinsic. They include, enhanced salary, cash incentives, travel opportunities, learning and study opportunities, career advancement opportunities, promotions, consultant training in and outside Ghana, daily quiz on product and market knowledge, selection of motivational videos for promotions, shares in the company's products, and salary increases. These incentives are not automatic but are tied to the achievement of certain targets usually at the end of the week or month. Generally, employees found the motivation packages to be adequate.

In terms of how these packages influence employees, it was established that the motivational packages influenced them to perform in several respects. These include, influencing employees to come to work early, stay on longer to complete tasks, and serving clients with

delight and enthusiasm. It also led to job satisfaction, loyalty and high retention rates among employees, all of which improved their performance.

The good working environment of Devere also motivated employees and most of them felt proud and contented to be associated with the company. The clean environment and modern furniture provide a good atmosphere to do business and increase the performance of employees.

Motivation also reduced absenteeism and ensures that the daily activities of the company are discharged with ease. Motivation leads to high loyalty and commitment among employees. This influenced them to go the extra mile for the company.

On the final objective of how to enhance motivation to improve performance, suggestions that came up include; prolonging the timespan for qualifying for the packages, expanding the incentive base, tailoring packages to suit performance in specific departments, team building exercises, encouragement and support from management.

5.3 Conclusions

The study found that employees of Devere are very well motivated through both intrinsic and extrinsic motivational packages and that positively influences their performance. On the basis of the findings, the following conclusions are drawn.

1. The various forms of motivation must be combined in an organization to enhance the performance of employees.

2. Motivation is important to employee performance, loyalty and retention. Motivation, or the lack of it makes a significant difference in how employees perform with other long-term impacts for organizations.
3. An organizations employees are key to achieving its goals. The extent to which the organizations goals are realized depends on the extent to which employees are well motivated to perform effectively. It is therefore imperative that management institutes good strategies and the resources to get the best performance from their employees.
4. General working conditions are important to stimulate employees to perform at optimum levels. Similarly, the general work environment within which employees work, can be an important driver or constraint to their performance.

5.4 Recommendations

The study makes the following recommendation to improve employee motivation and performance at Devere and other private organizations

1. While motivational packages at Devere are generally adequate in driving performance, employees seem to be suffocating because of the stringent and difficult timelines. The study therefore recommends that more flexible and attainable goals are set for employees. Performance targets must be realistic to ensure that they are achievable.
2. As a form of motivation, employees must also be trained and re-trained to position them to achieve the overall organizational goals.
3. Management must encourage employees to propose their own work plans for consideration by management. Allowing employees to articulate their views and innovations will serve as a means of enhancing motivation and performance.

4. There should be more team building activities among management and staff of the company as a means of motivating and enhancing performance among them.
5. Management of Devere group and other private organizations should constantly evaluate the employees' motivation levels preferably, every quarterly, to identify the needs of their employees at any point in time and work towards addressing them. This can be done by passing questionnaires and interviews around to solicit for their views.
6. Given that some departments and staff are left out of organization wide motivation packages at Devere, mainly because they are not involved in the company's core business, it is recommended that more attention be paid to every department by designing motivation packages to also cover the work that they do in these departments.

5.5 Contributions of the Study to Public Administration

The study contributes to human resource management which is a key aspect of public administration. By detailing how motivation drives performance in a developing country context, the study thereby extends the frontiers of knowledge in the field of Public Administration and Human Resource Management. The study provides new insights on some of the motivational packages preferred by employees and how such packages drive them to perform.

By way of policy, the study highlights the need for managers to take a second look at motivation as a means of stimulating productivity among its employees. It directs the attention of policy makers to incorporate motivation packages in their human resource policies.

In terms of practice, the findings and recommendations provide information that helps managers and administrators identify motivational strategies to boost workers morale to perform. The study inspires managers, both private and public to institute effective policies to motivate their employees towards improved performance.

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APPENDIX: INTERVIEW GUIDE

UNIVERSITY OF GHANA BUSINESS SCHOOL DEPARTMENT OF PUBLIC ADMINISTRATION AND HEALTH SERVICES MANAGEMENT

This exercise is to collect data for my research on the topic “THE INFLUENCE OF MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE STUDY OF DEVERE GROUP GHANA”, towards fulfilling the requirement for the award of MPA Degree at the University of Ghana, Legon. I humbly crave your indulgence to ask you a few questions on the topic. Please be assured that any information collected is solely for academic purposes and you are guaranteed strict confidentiality.

SECTION A: Bio of Official

1. Gender.....
2. How many years have you been working at DeVere? ...
3. Please state your core duties in the company.....
4. Current Position:

SECTION B: Kinds of Motivation at DeVere Ghana

5. What kinds of motivation packages are available to employees in this company?
6. How often do you benefit from these packages?
7. Do you think these packages are adequate?
8. How are these packages arrived at? Are the views of employees incorporated in determining these packages?

SECTION C Influence of motivation on Employee Performance

9. Are the various kinds of motivation provided adequate enough to influence your work?
10. How do they influence your performance or your work output?
11. In what ways do these motivation packages influence the following;
 - i. Early reporting to work/ staying for extra hours if need be
 - ii. Staying on the job
 - iii. Serving clients with delight
 - iv. Respect amongst colleagues
 - v. Inner satisfaction

vi. Loyalty to the company

12. Do you think you will be able to achieve the same levels of output without these motivation packages?

SECTION D: ways of enhancing motivation to stimulate performance among staff of DeVere group

13. Do you find any inadequacies with regard to the motivation packages at DeVere?

Please explain

14. Suggest any three ways by which motivation can be improved to drive performance of employees.

15. How well can managers utilize motivation to enhance the performance of employees?

16. Please suggest alternatives of motivation that you would want to have in this company

17. Any other views you want to share with me on motivation and employee performance in this company