

UNIVERSITY OF GHANA

**THE EFFECTS OF MOTIVATION OF STAFF ON PRODUCTIVITY IN PUBLIC
AGENCIES: A CASE OF THE YOUTH EMPLOYMENT AGENCY, EASTERN
REGION**

BY

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DECLARATION

I declare that this work is the result of my own 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 shortcomings.

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CERTIFICATION

I acknowledge that this work was supervised in accordance with the approved university procedures.

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.....

DATE

DEDICATION

I dedicate this project to my dear wife Agnes Frimpomaa, my adorable daughter Eliana Boatemaa Osei-Poku and my parents.

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I am grateful to God for the stamina, knowledge and liberties given me throughout the period of my studies and most importantly the successful execution of this project. A special appreciation to my supervisor, Dr. James Baba Abugre, for his time and effort in guiding me to produce this impactful study. Lastly, I would like to thank the staff of the Youth Employment Agency (YEA) in the Eastern Region who assisted me with accurate and reliable data and information. God bless you.

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ABSTRACT

This study assessed the impact of motivation on the performance of public sector employees; with special focus on the Youth Employment Agency (YEA) in the Eastern Region of Ghana. The study examined motivational packages available at the Eastern Regional Directorate of the YEA and how performance of employees towards the agency's corporate objectives is affected. The study adopted the use of quantitative techniques to analyse field data. Findings revealed that, there were enough motivation packages for the staff of YEA except that quite a number of the packages such as allowances for staff were put on hold. It was also discovered from the study that; management can adopt other motivational packages apart from the already existing ones to motivate employees in the Youth Employment Agency. The employees of the YEA were interested in fringe benefits, increased salaries, car loans, promotions, as well as being involved in the decision-making process of the agency in relation to motivation reinforcing staff. There was a positive correlation between employee performance and overall motivational packages. The influence of inadequate motivation on performance of tasks by YEA employees in the Eastern Region were absenteeism and low productivity. The study recommends that employees' needs and opinions regarding befitting motivational packages for their welfare must constitute the basis and core component of the YEA's motivational package.

SECTION ONE

INTRODUCTION

1.1 Background of the Study

Recent revolution in the competitive corporate industry and the knowledge that strategic roles must be embarked on by management in contributing to an organisation's growth hints at the development process of the role of institutional managers. Organisations that are indifferent to put premium on gaining and sustaining talents may find themselves battling the effects thereof (Buckingham, 2010). The responsibility of institutional heads is evolving, considering that their competitors may succeed in poaching their human resource in the long run. With the current trend of increasing local and global competition in the world of work, organisations have no choice than to yield to resilience, agility, and customer-centeredness in order to succeed (KPMG Global CEO Outlook, 2019). More so, owing to the environmental changes, the managerial eye of a firm or organisation has to yield in to changing trends with the aim of becoming employee advocates, or strategic partners, or a change mentor within the firm. To be successful, a manager has no choice than being the key holder to the core functions of the business with an in-depth appreciation of the organisation's vision and having what it takes to influence major administrative decisions and policies. There is a positive connection between transformational management and employee commitment (Naile & Salesho, 2014).

Today's manager focuses strategically on talent development and personnel retention. Motivation is a useful tool that managers wield that could be used to inspire, instill confidence in the members of staff. By motivating the workforce, management is given the opportunity to develop the "will to work" attitude in workers. This is crucial towards the attainment of organisational goals

(Chhabra, 2010; Cole, 2004). Daneshkohan et al, (2014) opines that workers are demotivated when they feel unfairly treated. Their perception of fairness regarding areas such as salary and total compensation, daily application of personnel policies and recognition of contributions has a powerful impact on their performance and retention (MSH, 2010a). This research therefore, seeks to highlight on the extent to which motivation can stand up to workplace diversity challenges, a viable way to getting the workforce motivated through the distribution of gains made and executive information dissemination via organising, properly planning, controlling resources and leading both human and material making the Youth Employment Agency a case study.

The Youth Employment Agency establish in 2015, to develop, coordinate, supervise and facilitate the employment of the youth and provide for related matters. This was done via training the youth in skills and setting up internship modules to guide the transition from unemployment to employment. To execute its mandate effectively, the Agency has set up functional offices with staff at the National, Regional and Metropolitan/Municipal/District Assemblies level. The Agency's ability to deliver on its mandate largely depend on how motivated its staff are to execute assigned task to the best of their capability. McQuerrey, (2018) suggested that poor leadership structure in an organization can demotivate employees. There is a perception that people desert managers, and not organisations per se; an indication that the organisations concerned, reneged on making managers accountable by understanding their roles in reinforcing good behavior among workers leading to effective performance management. The most daunting test for modern day organisations lies in their ability to compel general/line managers to have employees managed and developed to fit into evolving organisational demands. If an organisation can realise set objectives and goals, it is imperative that it has discussions that centre on increasing motivation among

members of staff, encouraging satisfaction with their jobs and also helping their work-related outlook.

1.2 Problem Statement

Aryeetey (2011) argues that the motivation of employees has implications on their productivity. According to Sekhar et al, (2013), dimensions of motivations such as training, monetary incentives, job transfer, job satisfaction, promotions, achievements, appreciation, recognition and social opportunities can be strategically adopted by organisations to increase productivity. Workers would not maximise their work efficiency and an organisation's performance efficiency would be insignificant if they do not feel motivated. This situation has been proven in Ghana where the labour front has staged industrial unrests in the form of protests. In 2015, a significant number of labour unrests rocked Ghana's public sector; workers in the health and education sectors laid down their tools while others served notice to strike over poor wages, demand for better conditions of service as well as unpaid allowances (Dasmani, 2015).

Forson and Essel (2012) found that job security and remuneration issues forms part the leading issues that affect the motivation of workers of a foreign-owned bank in Ghana. A correlation exists between motivation and staff turnover, as this is evident in the findings of (Aguinis et al, 2012) which establishes that employees will leave a firm even if there are no remuneration challenges. It is in this regard that (Storey, 2013 as cited by Waiyaki, 2017) suggested that the Human Resource function should be considered an integral and invaluable part of every organisation. In this light, Bao and Nizam (2015) recommended that human resource departments of firms develop recognition and reward schemes for employees as it has been found to have a positive relationship with the productivity of employees.

Logistical constrains, inadequate in-service training for staff and other unknown related factors contribute to the lowering of staff morale in the Youth Employment Agency. This study therefore seeks to unearth the root causes of these menace so that lasting solution can be found to improve employees' output.

1.3 Study Objectives

This research assesses the availability or otherwise of motivational factors and the role they play in the performance of the staff of the YEA in the Eastern Region of Ghana.

The specific aims of this research include:

- i. To examine some of the motivational interventions available to the Youth Employment Agency employees in the Eastern Region.
- ii. To examine factors that positively reinforce workers at the Youth Employment Agency– Eastern Region.
- iii. To analyse some of the effects of motivation on the performance of the Youth Employment Agency staff in the Eastern Region.
- iv. To create a connection between reinforcement and the performance of employees of the Youth Employment Agency in the Eastern Region.

1.4 Research Questions

Using the aforementioned aims as backdrop, the study provides answers to the questions below:

- i. What kinds of motivations are the employees of the Youth Employment Agency in the Eastern Region entitled to?

- ii. What are the most motivating factors to workers in the Youth Employment Agency– Eastern Region?
- iii. What are some of the impacts of positive reinforcement on job performance by staff of the Eastern Regional directorate of YEA?
- iv. What is the affiliation between reinforcement and the performance of workers of the Youth Employment Agency in the Eastern Region?

1.5 Scope of the Study

This study's emphasis is on 26 YEA municipal/district offices within the Eastern Region and the Regional office situated in Koforidua. The Eastern Region is the focal point of this study because of its large number of municipal/district assemblies; this in turn makes its administrative head count higher than other regions thereby making it representative of the national YEA staff. Also, staff of the agency within the region hold similar academic qualifications, similar work experience, and other demographic features as their colleague staff members in other regions. As such, researching into the issues of staff motivation using the directorates in the Eastern Region is appropriate.

1.6 Justification/Relevance of the Study

The National Youth Employment Program (NYEP) was established in 2006 to provide employment to the teeming unemployed youth of the country. The government continued the implementation of the National Youth Employment Programme through the Ministry of Manpower Youth and Employment by creating a target of 200,000 employment opportunities in the area of Youth-in-Agric, Waste & Sanitation Management Corps, Rural Education, Auxiliary Health Assistants, Community Protection Unit, Trades and Vocations and Marketing cooperatives,

ICT, Paid Internships and Industrial Attachment and long vacation jobs. (Budget statement of Ghana, 2006).

After change of government in 2009, the NYEP metamorphosed into the Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA). It was however bedeviled with massive corruption as captured in the 2013 GYEEDA Report. According to the 2013 GYEEDA report, the NYEP faced a number of challenges which includes no formal organizational structure, poor communication to the stakeholders of the programme, low staff motivation and partisan politics.

Again, studies conducted by Avura and Ulzen-Appiah (2016) revealed that no systematic and comprehensive tracer studies have been conducted on the Youth Employment Agency since its inception in 2006 as National Youth Employment Program (NYEP) through Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA) to its current state.

The Youth Employment Agency, was then established through an Act of Parliament-the Youth Employment Act 2015 (Act 887), to deal with the challenges that bedeviled the previous programs. However, some of the problems such as inadequate committed and innovative managers at the district levels whose duty is to influence staff of the agency to give out their best in their various positions of trust still persists. The situation worsens with contract staff in sensitive positions of trust, who are hardly entitled to any form of allowances.

Quite a number of these assertions are largely not scientifically proven, they are not supported by empirical evidence. Against this backdrop, this research seeks to establish the core factors responsible for the shortfalls in productivity and their associated effect to allow for appropriate remedial actions. The study addresses the question of how performance of employees can be

improved with understanding of challenges bordering on motivational packages in the YEA and the public sector.

This study's importance is drawn from the experiences of the forgone turbulent transitions which were pitched against inadequate or lack of staff motivation. With offices and staff of the Youth Employment Agency scattered across Ghana, the agency serves as the right platform for the criticism of relevant discourse hinging on motivation. The study, stands to improve human resource-related issues and ultimately be a document that helps to shape policies related to the YEA and the public sector. This study also highlights factors that act as disincentives to workers in the discharge of their duties towards the fulfilment of an institution's objectives, as it examined the pertinent employee motivation factors in the Youth Employment Agency, specifically the Eastern Region. Finally, the study adds to the human resource management literature and add to the development of the principle of management in academia and the world of work.

1.7 Organisation of the Study

This study has been arranged under five Sections. Section One introduces the study, highlights the objectives, problem statement, scope of research, research questions, as well as the justification of the research. Section Two critically examines current literature on the subject matter with in-depth analysis of theoretical concept of the study and conceptual analysis. Section Three discusses the methodology—research design, type of data, method of data analysis and presentation of the work. Section Four highlights the presentation, analysis, and interpretation of results from the evaluation of data collected from the field. Section five summarises the findings of the study, the conclusions and recommendations made by the researcher.

SECTION TWO

LITERATURE REVIEW

2.1 Introduction

The impact of motivation on employee performance as a subject under discussion spans across various facets and as such, current literature must be thoroughly examined. This section criticises existing literature by discussing first few theories of motivation, the nature of motivation, the concept, the importance, as well as the influence of motivation on work performance in an organisation.

2.2 Motivation for Results in Public Organisations

Regardless of the type of ownership of an organization, motivation serves as a force that encourage employees to fulfill their personal goals and attain the targets set by their organisations (Saif et al, 2012). The need to improve work performance and quality of products and services is at the helm of affairs of most institutions and organisations. This is as a result of varying goals of organisations; one important goal is the promotion of good work performance by ensuring firm and stable work conditions in organisations. An important organisational strategy that promotes achieving objectives and corporate growth is reinforcement; employees who are sufficiently motivated tend to be productive, and this shows that motivation is critical to the progress of an institution. Organisations should effectively “attract, retain and develop talented employees” if they desire to be successful (Osabiya, 2015). According to UNDP 2014, motivation is different for public servants given the varied working conditions they experience.

2.3 The Concept of Public Employee

It is prudent that the public sector workforce should be a reflection of the nature of jobs in the sector while attracting potential workers who aim at experiencing greater opportunities in that sector. The public sector organisational leaders are expected to ensure that their organizational goals are attained (Bright, 2009, p.15). However, the task of motivating public employees is difficult if there is low motivation among them.

There are several factors that explain the relationship between public sector employees and their productivity at work. First, public sector employees have a reputation for being lazy and lethargic (Wright, 2009). This may partly be true but not entirely since a research by Buelens and Van den Broeck (2008) found that public employees work fewer hours as compared to private sector employees. Secondly, there are fewer and inadequate motivational packages for public sector employees (Behn, 2010). In addition to this, it is rare that public sector employees are sacked for non-performance. The third point is that public sector organisations are very bureaucratic which can be attributed to their hierarchical nature. This may cause low employee consultation in the decision-making process.

2.4 The Concept of Motivation

Motivation refers to the elements that intensify the enthusiasm of an employee to offer their utmost desire and willingness to work towards the realization of an organisation's goals; it is influenced by cultural, historical, ethnic, as well as individual elements, thereby making it a complex concept. Matsie (2008) defines motivation as "a host of psychological processes that culminate in an individual's desire and intentions to behave in a particular way". According to Kreitner and Kinicki (2004) as cited by Fosu (2017), the term motivation has its origins from the Latin word "movere"

(to move) which means to move or change a thing. Ahlstrom & Bruton (2009) are of the view that motivation is the driving force behind an individual's actions that energises and directs goal-oriented behaviour. In short, Dessler, (2011) defines motivation as the intensity of a person's desire to engage in some activity. Ifinedo (2013) suggested that a worker who is motivated can be singled out considering his or her "agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organisational objectives and goals. Ampofo (2012) views motivation as the direction and persistence of action. Organisations ought to be concerned about the incentives, rewards, recognition, leadership and the working environment. These provide a conducive environment for the operations of the work to be carried out with limited challenges affecting the outcome (Ifinedo, 2013).

According to Levesque et al (2010) there are two main ways of motivating employees; firstly, intrinsic motivation is dependent on the individual's goal to perform a specific task because its outcome is aligned with his beliefs and values. Acceptance, honour, curiosity and social status are examples. Secondly, extrinsic motivation is based on external forces that compel or encourage an individual to perform a task which may not be necessarily aligned with his beliefs and values. These come in the form of employee of the month award, money, bonuses, and organised activities.

In essence, an individual requires their basic needs provided, in order for them to be motivated. The absence of basic needs has the tendency to reduce an employee's interest to progress professionally and personally. The foundation of motivation encompasses various theories of human needs. Motivation can either be monetary or non-monetary. Non-monetary motivational packages are important because they help upgrade the skill set of the employees and make it possible for the employees to be promoted or move to another department within the organization (Aguinis et al, 2013). The view that employees desert their managers and not their firms implies

that those organisations were prone to fail because the managers appointed were unable to effectively motivate employees to enhance performance.

2.5 Nature of Motivation in the Public Service

Motivation in the public services is on the rise among managements while literature on public sector is significantly on the surge (Perry & Hondeghem, 2008). The employees vary from one organization to the other (Wright, 2012). Those who find themselves in the public sector may be motivated by different factors as compared to those in the private sector. Buelens and Van den Broeck (2007) found that workers in the public sector may have public interest or social justice. The public service motivation theory (PSM) explained later in this chapter provides more information on the motivation of public employees.

Other varied studies try to ascertain the relationship between public sector services and the private sector where variables like job characteristics and/or work context are highlighted. Rainey (2009) however suggests that all other sides of the argument are right and therefore a general theory of organisational behaviour should be able to incorporate, if not account for, meaningful differences across sectors. Nonetheless, he agrees that sector differences, if they exist, have “important implications for the application or interpretation of any theory used to describe and improve work motivation in the public sector” (p.563).

2.6 Theories of Motivation

The theories that explain motivation of individuals are expounded in this section. The factors that inform the Abraham Maslow theory of needs and the Douglas McGregor theory X and Y are highlighted to serve as the foundation for understanding how to propel workers to enhance their profitability and execution.

2.6.1 Abraham Maslow: Hierarchy of Needs.

Maslow's theory of hierarchy of needs (1943) was introduced on the basis of personal judgement. According to Maslow's theory as quoted by Schermerhorn (2010), people who develop in environments where their needs are met tend to be healthy and well-adjusted individuals.

Abraham Maslow prioritises human needs as follows:

- i. The basic requirement for life sustenance of humans; which he referred to as physiological needs. These needs include water, medicine, food, sleep, education etc. With this, Schermerhorn (2010) referenced and concluded that the firm enables people to fulfill their essential needs by giving great pay rates, advantages and working conditions. When these fundamental needs are fulfilled to a sensible degree, the individual at that point ends up mindful of higher-level needs.
- ii. Those needs that ensures that an individual is protected from famine, physical danger, and emotional harm. This priority ensures that an individual has a safe home, secure income and sustainable benefits, hence earning the name Safety Needs from Maslow. Schermerhorn agreed and noted that this can also be satisfied in the work place by providing a proper working structure which includes a reasonable working hour for staff of the firm, physical comfort on the job, rest and refreshment breaks and others.
- iii. In Maslow's point of view, people being social beings have the need to belong and be accepted into the social circle of friends and relations. Justification of the need for affection and belonging include acts such as social interaction with the community. Maslow named this priority Social Needs.
- iv. Individuals feel the need to be respected and to be held in high esteem by friends and family. This need is made up of factors that influence internal esteem—self-respect,

achievement and autonomy; and factors like recognition, attention and status that influence external esteem. He concluded by referring to these needs as esteem needs. This may be satisfied through the creation of a friendly environment and a serene co-existence among employees and supervisors of the organisation.

- v. The last need on Maslow's hierarchy is self-actualisation. Maslow contends that there is the need for an individual to fulfil his/her potential and employees do this by maximising their skills, knowledge as well as job performance to aid productivity. This according to Schermerhorn, can satisfy employees by providing an imaginative and thought-provoking work environment, allowing for involvement in decision taking at the work side and promotion to higher status in the organisational ranks.

As a norm, human beings pursue the gratification of their foundational essentials and as these needs get fulfilled, they seek the fulfillment of the next need on the hierarchy ladder. Maslow suggested that most people are unconscious of these needs and the hierarchy of their importance, yet all individuals act and survive in accordance with the hierarchy. According to Maslow's hierarchy of needs theory, an individual's needs are arranged in a pecking order from the lower-level physiological needs to the higher-level needs for self-actualization.

Yudhvir and Sunita, (2012) challenged Maslow's theory with Frederick Herzberg's two-factor theory. The Motivating factors include challenging work, recognition, responsibility give positive satisfaction and the Hygiene factors include status, job security, salary and fringe benefits. According to the duo, factors that lead to job dissatisfaction may include the nature of the job, achievement and how the business is. Recognition, responsibility and Supervision are said to be the factors that may lead to motivation in the work place. Herzberg described four basic states that could occur:

- i. Low Motivation/High Hygiene: Bored employees punching a clock for a pay check.
- ii. High Motivation/Low Hygiene: Motivated employees who love the work but have lots of complaints.
- iii. Low Motivation/Low Hygiene: Total mess of bored, unhappy employees.
- iv. High Motivation/High Hygiene: Perfect state of happy, motivated employees.”

Realistically, human needs do not necessarily progress from fixed stages to another fixed stage and so Maslow’s theory, which was founded on the basis of human needs being patterned hierarchically is flawed. Herzberg, leading the content theorists, adopted a more multifaceted intrinsic factors and extrinsic factors interaction and investigated the situations in which people react to both internal and external stimuli (Yudhvir & Sunita, 2012).

2.6.2 Douglas McGregor: Theory X/Theory Y

McGregor (1960) categorises the manager’s perspective of their workers into two extreme and alternative views of human perspective—Theory X and Theory Y. The central idea here is that manager’s perspectives of workers can dictate their motivation. Theory X views the employee lazy, negative, incorrigible and not able to be motivated; thus, resulting in a strictly controlled atmosphere riddled with negative reinforcement and threats. This leads to a situation in which workers in such organisations perform ineffectively, become aggressive and consequently churn out low productivity.

Contrary to theory X, theory Y aims at maximising personal objectives and efforts through autonomy and greater work involvement. Employees, as a result, gain the opportunity to develop and attain set for and by themselves within the firm. Workers are perceived positive elements who are subject to development. Additionally, these theories are guidelines of positive steps for management, organisational progress and to strengthen organisational culture. In effect,

McGregor's theory suggests there are two groups of workers—the indolent workers who exemplify theory X and the determined workers who characterise theory Y. In his view, lazy workers should be positively reinforced to increase performance and productivity in firms.

Discussions on the aforementioned theories of motivation therefore emphasise the importance of the notion of employee motivation to the determination of the principal competence of every firm in attaining competitive advantage in the evolving world of work. Currently, there have been corroborations of the opinion that the distinctive attribute of an employee's motivated actions is that it is goal centered. Shah (2007) cites in his study and concludes that the theory has the propensity to serve as an important resource management and motivation locus.

2.7 Contemporary Theories of Motivation

Motivation has been described by Certo (2016) as giving people incentives that cause them to act in desired manner. Motivational levels vary both between different individuals and within the same individual at different periods. Discussed in this sub section are few of the theories of which most takes after the laid down principles of the central idea of human needs from Abraham Maslow's theory and McGregor's X and Y theories.

2.7.1 Equity Theory

Dunford (2011) suggested that employees are motivated to work based on their perception of the extent to which the firm portrays equity. According to Adams (1963), employees compare their output-to-input ratio to that of the perceived value of that of their friends and coworkers to determine how much motivated they ought to be about their work. The inputs to the job are their effort, experience and education and their outcomes are the salary, promotions, and recognitions involved. Greenberg and Baron (2008) state that workers want a fair working environment.

Otherwise, “an inequitable ratio would lead to tensions at the workplace which may affect the working environment” (Landy & Conte, 2010, p.375).

“Adams (1963) stated that when individuals feel trouble from disparity, they may respond in one or the majority of the accompanying ways. To start with, they may limit their contributions to a level they accept is predictable with the results they get. Secondly, they may meet with their supervisors to verbally arrange a superior arrangement—which means they will battle to discover a harmony between work and reward. Thirdly, the misery of sentiments of imbalance may make a few employees leave the organisation. In any case, “numerous supervisors still don't have a clue how to speak with workers when they have sentiments of disparity” (Bell & Martin, 2012, p.107).

Similar to the expectancy theory, the equity theory also builds its foundation on people's perceptions relative to the inputs and outcomes involved. This is to say that, people's sense of equity (i.e. justice) is pitched against their subjective perspective of conditions rather than the object perspective. The theory opines that when workers reflect on an unfair situation, they come to terms with “equity tension”—a situation whose degree they attempt to lessen via appropriate behavior. One way to achieve this is to act positively in a bid to improve performance or rewards or on the other hand, act negatively. The implication is that some of the qualities of how attractive a reward is in a work setting is connected to the extent of comparability of the available rewards in that peer group. Extrinsic rewards such as pension arrangements, salaries, promotions etc. apply this perception since these rewards are provided by others as well as they are objective. Due to the nature of intrinsic rewards, it is worth noting that the equity theory is inapplicable to intrinsic rewards. In current turbulent employment environment, business success has been found to be dependent on employees exploring their talents to the letter. Notwithstanding the plethora of

theories and practices available, motivation is often perceived as mystery which is often ascribed to the notion that individuals are not motivated in the same way.

2.7.2 Public Service Motivation Theory

The Public Service Motivation theory differentiates public sector employees from private sector workers using their source of motivation. (Anderfuhren-Biget et al., (2010) states that public sector workers are intrinsically motivated as compared to their private counterparts. The idea of PSM theory was developed to serve as a decision-making tool in the public sector (Perry & Hondeghem, 2008). Proponents of the New Public Management proponents argue that the perceived source of motivation of public employees must be set aside and extrinsic incentives be used. Perry and Hondeghem (2008) offered a straightforward definition, which claims that PSM centers around “motives and action in the public domain that are intended to do good for others and shape the well-being of society” (p.3).

Perry (2014) recognises and agrees on the three types of PSM:

1. *Rational* – individual’s involvement in the public sector is grounded in a wish for utility maximization. For instance, attraction to public policy making.
2. *Norm-Based* – involvement is generated by efforts to conform norms, e.g. the desire to serve the public or self-commitment to reach social equity.
3. *Affective* – involvement is triggered by emotional responses to social contexts. That can be compassion or self-sacrifice/altruism.

Every one of the three types affect the influence of motivation on public sector workers (Anderfuhren-Biget et al., 2010). Perry and Hondeghem (2008) developed strategies that

incorporate public service values across all levels of the organisation's management system. The Public Sector Motivation theory supports the use of training, feedback, important work, goal-setting, participation, interpersonal relationships, relatedness, and rewarding as motivational factors.

2.8 Reason for Reviewing Multiple Motivational Theories

The study dwelled on reviewing several motivational theories. Each of these theories deals with specific aspects of motivation. Issues of motivation come in different forms at one time or the other hence, one cannot just isolate one theory to address them. Therefore, the need for an integrated approach in the application of relevant motivational theories in getting the best out of employees.

2.9 Motivation and Job Performance

In the corporate world, incentives are the cornerstone of high-level performance among employees. The talent at most private firms are attracted and recruited using rewards. These skilled employees are also retained using rewards because the high performers feel adequately compensated for their hard work. The employees of an organization can be a form of competitive advantage (Liu and Tang, 2011).

According to MacDuffie (1995) as cited by Shaukat et al (2015) there are basically three types of employee performance data available which include qualitative (customer complaints, number of errors) or quantitative (customers served, units produced), measures of time (absence, lost working time, lateness and failure to meet deadlines) and financial indicators that consists of a large array of possibilities. Traditionally, financial measures have been used as proxy for organisational performance (OP). They include return on investment (ROI), earnings per share (EPS), earnings

before tax (EBIT), sales or revenue, profit. These variables or indicators as stated above are described as the independent variables for which an organisation's performance depends. According to the interest of owner(s) of the company, a shift to the left or right in the values of these variables affects the performance wheel of the company. These shifts therefore pick inspirations from the rewards system employed by the organisation of interest as some empirical studies has proven beyond doubt that individual performance which amounts to organisational performance is dependent on the rewards available to the individual.

2.10 Dimensions of Employee Satisfaction

In the view of Boudreau (2011) employee satisfaction is seen to be a function of the perceived relationship between what one wants from one's job and what one perceives it as offering. At the point when a worker is happy with work, there is high employee inspiration, work inclusion, good conduct and effective task execution. But a dissatisfied employee is absent from work, malingers, and may eventually quit from the firm.

Munir and Rahman (2016) suggests that employees' output is usually associated with employees' dissatisfaction. Ostensibly, employees' output has a significant link with their attitude and conduct. Demotivation leads to lower productivity, stress and conflict in workplace. Demotivated employees might decide to quit, voice out emotion or feeling, remain loyal or neglect the issue. Therefore, it is important to develop and ensure employees' job satisfaction to benefit the individual employee and the organisation.

2.11 The Role of Motivation

The motivation of employees is vital to their performance (Kulchmanov & Kaliannan, 2014). Raza (2012) also supports the notion that motivation is good for a firm's performance and its absence

comes with dire consequences. Firms can encourage their employees to work better by rewarding hard work and effort. Nielsen (2013) argues for training to be included in the incentives for workers.

The inputs (behavior) and output (results) that result in the productivity or performance of an organization must be considered by managers in their decision-making (Armstrong, 2006). Technological innovation and working conditions must also be considered. An organization that simply fires low performers and recruit's high performers may achieve their short-term goals. However, will create job insecurity among their employees which would lead to high employee turnover.

In the words of Branson (2002) as cited by Ampofo (2012), motivation is a very vital for an organisation due to these advantages:

- a. Places human resources without hesitation. The worry of each establishment or association requires physical, budgetary and HR to achieve the objectives. It is through motivation that the human resources can be used without limit. This should be possible by structure ability in representatives to work. This will help the venture in verifying most ideal usage of assets.
- b. Improves level of proficiency of workers. The degree of a subordinate or a representative doesn't just rely on his capabilities and capacities. For getting best of his work execution, the hole among capacity and ability must be filled which aides in improving the degree of execution of subordinates. This will in actuality result into an expansion in profitability, decrease in expense of activities and improvement in general proficiency.
- c. Leads to accomplishment of organizational objectives. The objectives of an establishment or organization can be accomplished just when the accompanying variables occur; there is most ideal use of assets, there is a harmonious workplace, the workers are objective

coordinated and they act in a purposive way and goals can be accomplished if properly coordinated at the same time which can be viably done through inspiration.

- d. Establish agreeable relationship. motivation is a significant factor which brings workers fulfillment. This should be possible by keeping in mind and surrounding a motivating force plan to serve the workers. This could start the accompanying; money related and non-fiscal motivators, advancement open doors for workers, and disincentives for wasteful employees.

SECTION THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section of the study discusses the methodology used. The section presents the research design which focuses on the population sampling and sample size, procedure for data collection, the type of research data and analysis, and the challenges encountered while the data was being collected.

3.2 Research Design

A survey is defined as “the collection of information from a sample of individuals through their responses to questions” (Check & Schutt 2012, p. 160). The survey design was adopted for this study. The study aimed at assessing the effect of motivational packages of YEA on staff performance, hence, the quantitative approach to research study was used. Questionnaire was the main tool used for the data collection. Muijs (2010) explains quantitative research as a tool for explaining phenomena by collecting data which are analysed using mathematically based methods. Effects of motivation on staff of the Youth Employment Agency was analysed using of the output of staff and productivity per their work schedule as the measures. In the view of Rahman (2017) quantitative research is more representative since it usually has a larger sample size and variables that makes research trust worthy; due to this, the data for the research was analysed quantitatively. Notwithstanding this, a major criticism has often been leveled against the approach, in that, quantitative research often excludes the meaning and effects of a phenomenon (Rahman, 2017).

3.3 Population Sampling and Sample size

3.3.1 Population

One hundred and twenty (120) staff members, representing 80% of the total population from the twenty-six districts; in addition to the regional office staff strength of one hundred and fifty (150), were selected using the quota sampling method based the population size of each of the selected 27 offices of the agency. Cumulatively, one hundred and nine (109) representing 72.6% of the total sample—approximately 73% of the entire staff of the YEA in the Eastern Region were given the opportunity to take part in the answering of the questionnaires for the research work. The answered questionnaires were tendered in for the research analysis.

Table 3.1 Number of respondents from the YEA Regional office and YEA District office

	District	Frequency	Percentage (%)
1	Regional Office	5	4.6
2	Asuogyaman	5	4.6
3	Akuapem North	4	3.7
4	New Juaben South	3	2.8
5	Afram Plains North	1	.9
6	Afram Plains South	3	2.8
7	Akyemansa	2	1.8
8	New Juaben	4	3.7
9	Afram Plains South	2	1.8
10	Upper Manya Krobo	4	3.7
11	Fanteakwa	2	1.8
12	Birim Centra	5	4.6
13	Nsawam Adoagyiri	5	4.6
14	Yilo Krobo	3	2.8
15	Denkyembour	4	3.7
16	Akuapem South	2	1.8
17	Suhum	4	3.7
18	Ayensuano	5	4.6
19	Atiwa West	5	4.6
20	Birim North	5	4.6
21	East Akim	7	6.4
22	Kwahu East	5	4.6
23	West Akim	4	3.7
24	Kwahu West	5	4.6
25	Kwahu South	5	4.6
26	Lower Manya Krobo	5	4.6
27	Kwaebibirem	5	4.6
	Total	109	100.00

Source: Field Survey (2019)

3.3.2 Sampling Technique

Quota sampling technique was adopted for the selection process because it helped to save time and allowed for some level of objectivity; it also ensured that samples selected were representative of the target population. The biases that may occur as a result of sample selection is reduced when quotas are used. The sample generated would be representative of the population (Revilla et al, 2017).

3.4 Data Collection Procedure

The study used both primary and secondary data. Through field survey, primary data was collected using questionnaires administered to the staff of YEA. The questionnaires had both open-ended and close-ended questions which is used as a guide in the presentation of the findings. The data was collected from all 27 YEA offices in the Eastern Region. Explanations were given to guide the filling of the questionnaires. The answered questionnaires were returned after two days.

3.5 Data Analysis and Presentation

The Statistical Package for Social Science (SPSS) was used to process the data collected. The findings of the research are represented in the form of tables, pie charts, percentages, and bar graphs. Motivation and productivity are the variables of interest to the researcher and these were duly analysed.

3.6 Ethical Consideration

Prior to the administration of the questionnaires, a formal letter was sent to the management of YEA to seek their consent. The identity of the respondents and their responses were also treated with utmost confidentiality. The research study posed no material danger to any of the respondents. In spite of the fact that participants may benefit from the outcome of the study in the form of an improved motivation, there were no immediate benefits relative to their participation in the study.

SECTION FOUR

ANALYSIS, PRESENTATIONS AND DISCUSSION OF DATA

4.1 Introduction

This section presents an analysis of results, presentation of the data, and discussion of findings. The section presents the influence motivation has on public servants using the employees of YEA in the Eastern Region as a case study. The field survey data collected was coded for the analysis with the use of the Statistical Package for Social Science (SPSS). The researcher thoroughly discussed the qualitative data using the study objectives as a guide. The analysis is in line with the stated aims of the study. The findings have been presented in the following order; respondents' profile; staff motivational packages; motivational packages effects on workers; and motivational package effect on corporate performance.

4.2 Profile of Respondents

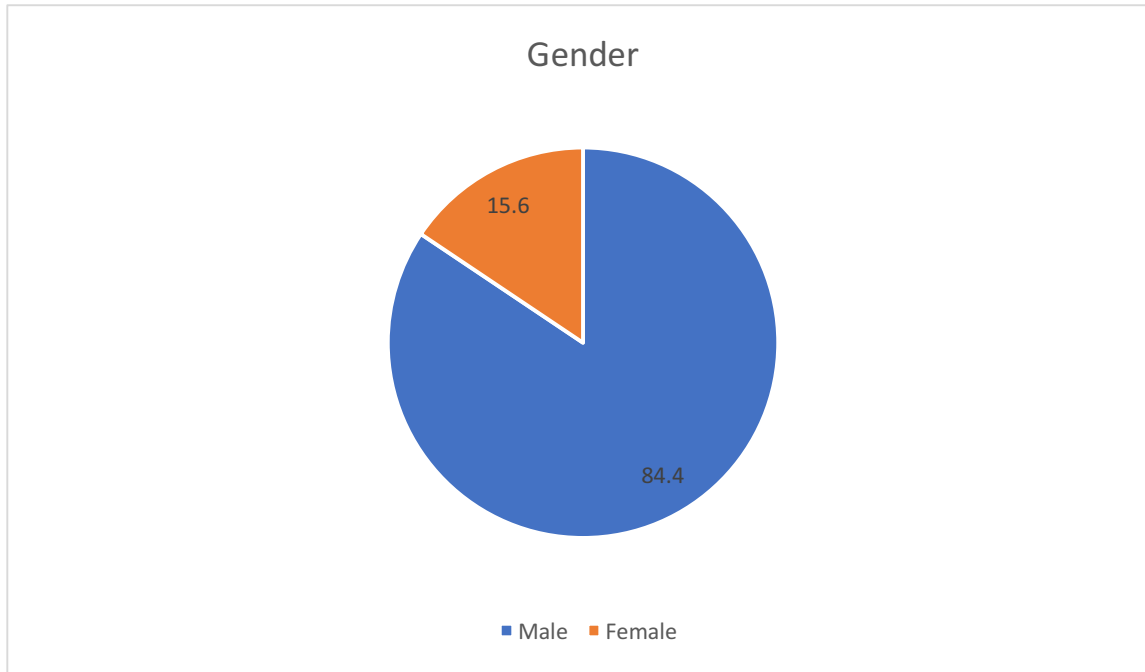
Socio-economic attributes of workers affect their productivity at work (Rezaghali, 2016). These include age, education, gender, family life and social status. This study considered Gender/Sex of respondents, Years of work at YEA, Designation of respondent staff and Core duties of staff at work

4.2.1 Gender Distribution of Respondents

Out of the 109 employee respondents 92 (84.4.7%) were males and 17 (15.6%) were females. The proportion of males to females is shown in Figure 4.1. This difference in headcount implies that policies and decisions related to motivation are geared towards that of male staff. This can lead to dissatisfaction and employee unrest among female staff and this can affect their productivity

significantly. Contrarily, the male workers are likely to be highly motivated due to their domination in decision making and may support decisions that would be in their best interest.

Figure 4.1 Gender of Respondents

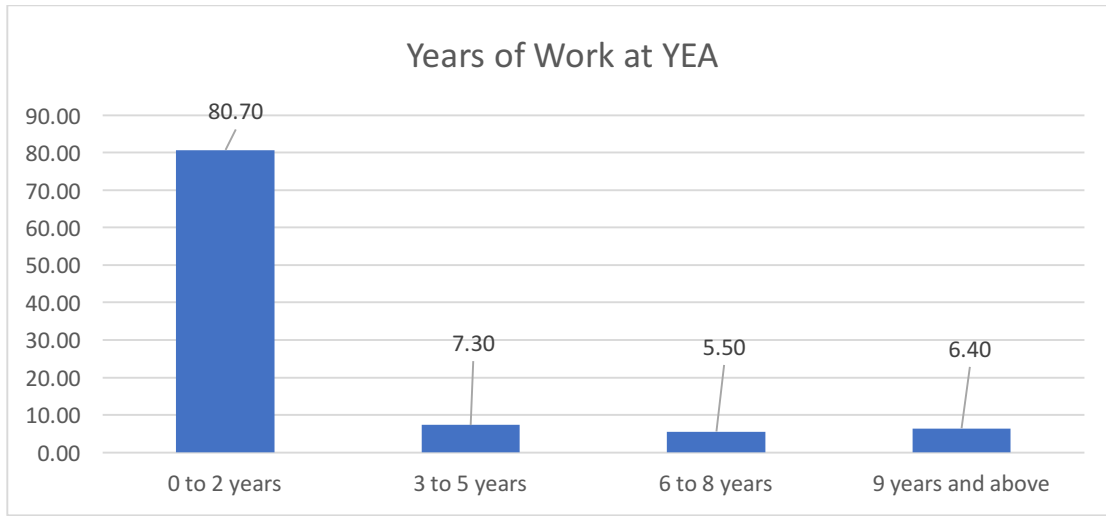


Source: Field Survey (2019)

4.2.2 Years of Work at YEA.

Out of the 109 respondents at YEA in the Eastern region, 88 (80.7%) have worked for at most two years, 8 (7.3%) have worked for five years while 6 (5.5%) and 7 (6.4%) have worked for eight and nine years respectively. This reveals the majority of staff at YEA in the Eastern region have worked for at most two years. The above information is illustrated in the chart below.

Figure 4.2 Years of work at YEA

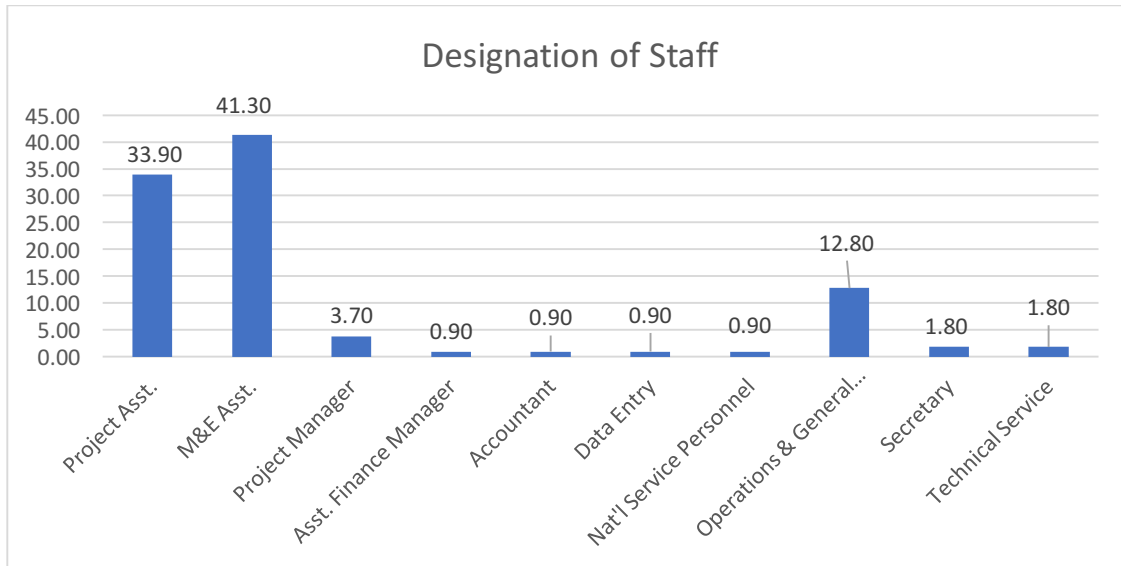


Source: Field Survey (2019)

4.2.3 Designation of Staff

Figure 4.3 below illustrates the designation of staff at YEA at the Eastern region. According to figure 4.3, 32 (33.9%) are project assistants, 45 (41.3%) are monitoring and evaluation (M&E) assistants and four (3.7%) are project managers. There is one (0.9%) accountant, one (0.9%) data entry personnel, one (0.9%) national service personnel, 14 (12.8) operations and general services managers, two (0.018) secretaries and two (0.018) work with the technical services department. Overall, there was one missing data representing 0.018%. The greater percentage of staff are monitoring and evaluation assistants, followed by project assistants and operations and general services. It can be deduced, therefore, that most of the motivational packages at the YEA, when activated, would reflect largely on the interests and welfare of the monitoring and evaluation assistants, projects assistants, operations and general services staff in order of preferential treatment and recognition of Eastern Regional YEA staff.

Figure 4.3 Designation at YEA



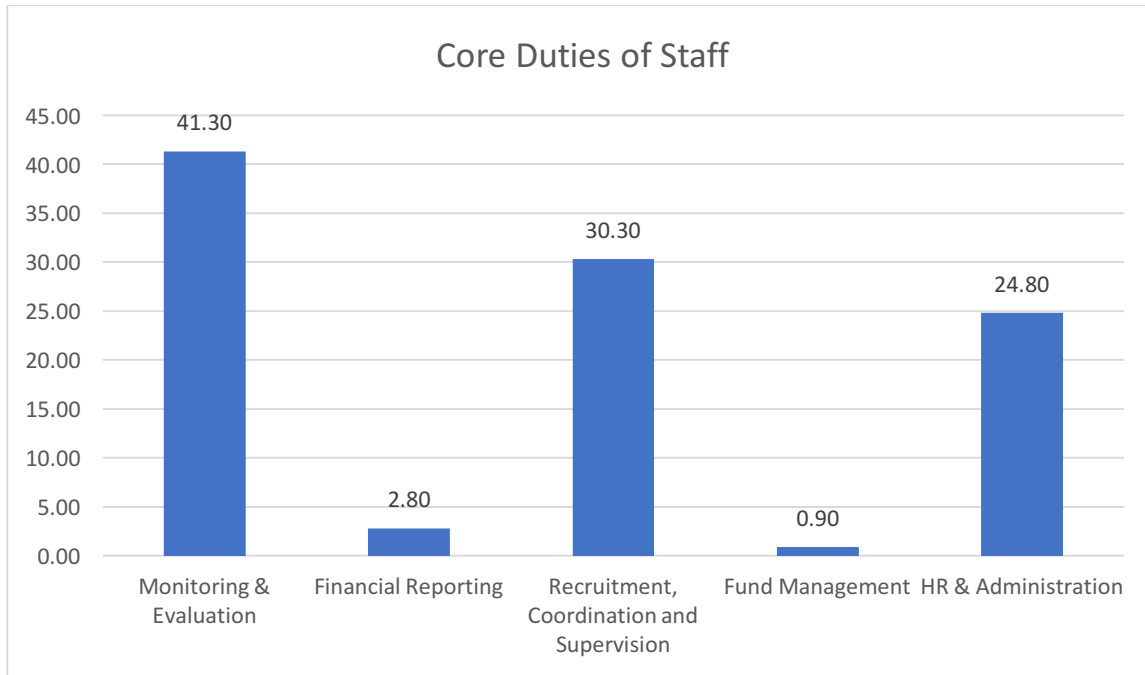
Source: Field Survey (2019)

4.2.4 Core Duties at Work

The core duties of the staff at YEA in the Eastern region are displayed in Figure 4.4. For monitoring and evaluation, the frequency is 45 (41.3%). 33 (30.3%) are in recruitment, coordination and supervision while 27 (24.8%), 3 (2.8%) and 1 (0.9%) are in HR and administration, financial reporting and fund management respectively.

It can be inferred from the bar chart below in Fig. 4.4 that the majority of staff are in monitoring and evaluation followed by recruitment, coordination and supervision, HR and administration. That is to say that the success or otherwise of the core mandate of the Youth Employment Agency, to a very large extent, is dependent on the commitment and inputs of the monitoring and evaluations assistants as per the rules of their engagement by the agency. As such, taking their motivation issues for granted by the agency could cost the agency and the state as a whole, in terms of value for money in the management of the agency's beneficiaries.

Figure 4.4 Core Duties of Staff



Source: Field Survey (2019)

4.2.5 Motivational Package for YEA Staff

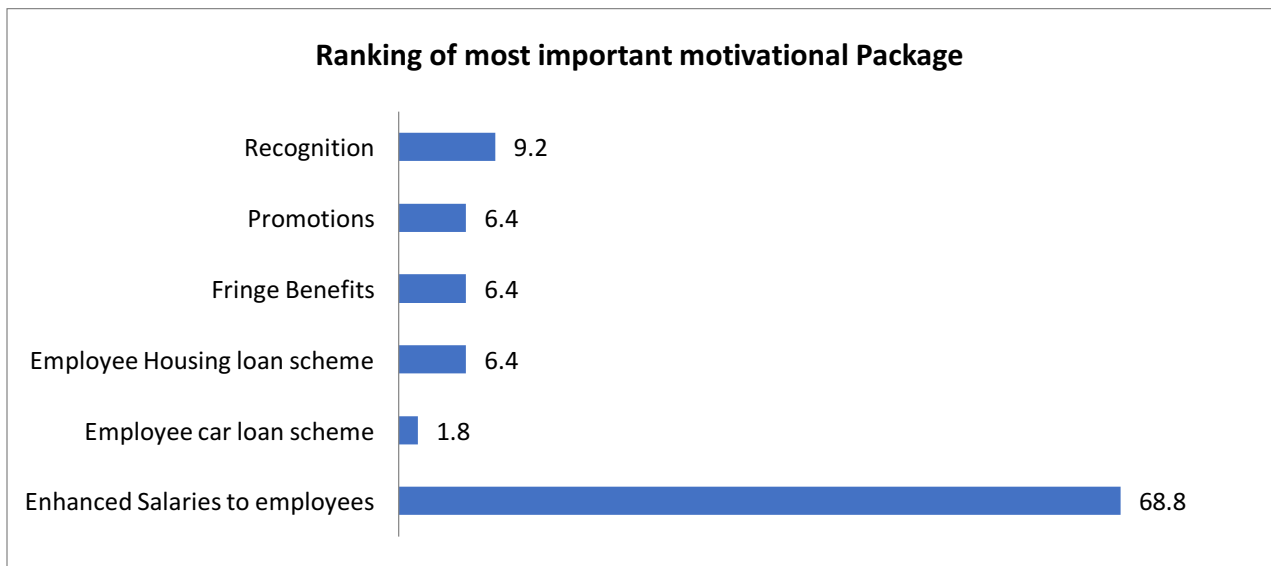
Analysis of available motivational packages for the staff at YEA in the Eastern region are depicted in Table 4.1. From the table, 107 people indicate enhanced salaries as a source of motivation for them, while 101 indicate promotions as their source of motivation. 100 people prefer fringe benefits. 94, 95 and 92 preferred employees, car loan scheme, employee housing loan scheme and recognition respectively, as a source of motivation. From the table, enhanced salaries appear the topmost motivational package. After enhanced salaries are promotions and fringe benefits.

Table 4.1 Motivational Packages for Staff of YEA

Motivational Package	N	Minimum	Maximum	Mean	Std. Division
Enhanced Salaries	102	1.00	2.00	1.0490	.21698
Employee Car Loan Scheme	94	1.00	2.00	1.3191	.46865
Employee housing Loan Scheme	95	1.00	2.00	1.2316	.42408
Fringe Benefits	100	1.00	2.00	1.1300	.33800
Promotions	101	1.00	2.00	1.1584	.36695
Recognition	92	1.00	2.00	1.1304	.33863

Source: Calculated with data from Field Survey (2019)

Figure 4.5 Ranking of most important motivational Packages by Staff of YEA



Source: Field Survey (2019)

From Figure 4.5 above, the most important motivational packages of staff at YEA in the eastern region are enhanced salaries, recognition and promotions, fringe benefits and employee housing loan scheme. 75 out of 109 representing 68.8%, ranked enhanced salaries as the highest motivation incentives with 10 representing 9.2% indicating recognition as their motivational priority. Overall

7 people representing 6.4% indicated promotion, fringe benefits and employee housing loan as the most important motivation at YEA in the Eastern region. Also, two people representing 1.8% preferred employee's car loan schemes.

4.2.6 The Effect of Motivational Package on Employees Output

Table 4.2 Effects of motivational Packages on Employee Output at YEA in the Eastern region

Satisfaction	Frequency	Percentage (%)
Excellent	30	27.5
Very Good	41	37.6
High	22	20.2
Indifferent	4	3.7
Missing	12	11.0
Total	109	100

Source: Field Survey (2019)

Table 4.2 illustrates the level of satisfaction of employees at YEA in the Eastern region with motivational packages. 30 (27.5%) of employees are excellently satisfied with motivational packages. 41 (37.6%) employees rated their satisfaction level as very good with motivational packages at YEA in the Eastern region. 22 (20.2%) employees rated their satisfaction level as high with motivational packages while 4 (3.7%) indicated their indifference with motivational packages.

Table 4.3 Chi-Square Test Statistics

What is the effect of motivational packages on your work output?	
Chi-Square	30.052 ^a
Df	3
Asymp. Sig	.000

Source: Field Survey (2019)

The Chi Square test statistics in Table 4.3 indicates the impact of motivational packages on employees' productivity. The null hypothesis of no impact of motivational packages on employees' output is tested against the alternative hypothesis of positive impact of motivational packages on employees' output. The significance value of 0.000 is below 5% significance level. The null hypothesis: motivational packages have no effect on employees' output, is rejected for the alternative hypothesis that motivational packages have significant effect on employees' output. In conclusion, motivational packages have significant effect on employees output at YEA in the Eastern region.

Table 4.4 Influence of Enhanced Salaries on Employees Performance at YEA in the Eastern Region

Influence of Enhanced Salaries	Pearson Correlation
Motivational Packages influence me to report early to work	-.065 .565
Motivational Packages influence me to stay on the job	-.038 .743
Motivational Packages influence me to gain respect among colleagues	-.029 .797
Motivational Packages influence me to gain inner satisfaction	.254 .028
Motivational Packages influence me to show loyalty to the agency	-.039 .740

Source: Field Survey (2019)

From Table 4.4, enhanced salaries as a motivational package has insignificant effect on employees reporting to work, staying on the job, gaining respect among colleagues, and showing loyalty to the agency because their correlation coefficients are insignificant at 1% and 5%. However, enhanced salaries have a significant effect on employees gaining intrinsic satisfaction since the correlation coefficient of 0.254 is significant at 5%.

Table 4.5 Influence of Employee Car Loan Scheme on Employees Performance at YEA in the Eastern region

Influence of Employee Car Loan Scheme	Pearson Correlation
Motivational Packages influence me to stay on the job	-.131 .273
Motivational Packages influence me to gain respect among colleagues	-.092 .442
Motivational Packages influence me to gain inner satisfaction	-.065 .596
Motivational Packages influence me to show loyalty to the agency	.040 .741
Employee Car loan Scheme is a motivational package	1

Source: Field Survey (2019)

From Table 4.5, employee car loan scheme as a motivational package has insignificant effect on employees reporting to work, staying on the job, gaining respect among colleagues, showing loyalty to the agency, and gaining inner satisfaction because their correlation coefficients are insignificant at 1% and 5% level.

Table 4.6 Influence of Employee housing loan Scheme on Employees Performance at YEA in the Eastern region

Influence of Employee housing Loan Scheme	Pearson Correlation
Motivational Packages influence me to stay on the job	-.094 .423
Motivational Packages influence me to gain respect among colleagues	-.066 .574
Motivational Packages influence me to gain inner satisfaction	.000 1.000
Motivational Packages influence me to show loyalty to the agency	-.098 .415
Employee Housing loan Scheme is a motivational package	1

Source: Field Survey (2019)

From Table 4.6, employee housing loan scheme as a motivational package has insignificant effect on employees' attendance to work, turnover, gaining respect among colleagues, showing loyalty to the agency and gaining intrinsic satisfaction because their correlation coefficients are insignificant at 1% and 5%.

Table 4.7 Influence of fringe benefits on Employees Performance at YEA in the Eastern region

Influence of Fringe Benefits	Pearson Correlation
Motivational Packages influence me to stay on the job	-.063 .586
Motivational Packages influence me to gain respect among colleagues	-.044 .702
Motivational Packages influence me to gain inner satisfaction	.080 .496
Motivational Packages influence me to show loyalty to the agency	.179 .125
Fringe Benefits is a motivational package	1

Source: Field Survey (2019)

Table 4.7 shows that benefits as a motivational package has insignificant effect on employees' attendance to work, turnover, delighting in beneficiaries, gaining respect among colleagues, showing loyalty to the agency, and gaining intrinsic satisfaction because their correlation coefficients are insignificant at 1% and 5%.

Table 4.8 Influence of Promotion on Employees Performance at YEA in the Eastern region

Influence of Promotion	Pearson Correlation
Motivational Packages influence me to stay on the job	.180 .118
Motivational Packages influence me to gain respect among colleagues	-.046 .688
Motivational Packages influence me to gain inner satisfaction	.191 .100
Motivational Packages influence me to show loyalty to the agency	.284* .012
Promotion is motivational package	1

Source: Field Survey (2019)

Table 4.8 suggests that promotion, as a motivational package, has insignificant effect on employees' attendance to work, turnover, delighting in beneficiaries, gaining respect among colleagues, and gaining internal satisfaction because their correlation coefficients are insignificant at 1% and 5%. However, promotion has significant effect on employee's loyalty to the agency at 5% level at YEA in the Eastern region.

Table 4.9 Influence of Recognition on Employees Performance at YEA in the Eastern region

Influence of Recognition	Pearson Correlation
Motivational Packages influence me to report early to work	-.111 .348
Motivational Packages influence me to stay on the job	.192 .107
Motivational Packages influence me to gain respect among colleagues	-.045 .708
Motivational Packages influence me to gain inner satisfaction	.089 .462
Motivational Packages influence me to show loyalty to the agency	.191 .111
Promotion is a motivational package	1

Source: Field Survey (2019)

From Table 4.9, recognition as a motivational package has insignificant effect on employees' attendance to work, turnover, delighting in beneficiaries, gaining respect among colleagues, showing loyalty to the agency, and gaining inner satisfaction because their correlation coefficients are insignificant at 1% and 5%.

SECTION FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarises the research findings, presents a conclusion to the study and culls recommendation to provide a background and context for future studies and references. It throws light on the revelations and inferences drawn from the data collected for the purposes of the research. It takes care of recommendations capable of helping management to offset the drawbacks experienced by both employees, policy makers and other stakeholders of the Youth Employment Agency to improve its operations and create viable working environment in order for employers and employees alike to overcome motivation-related challenges.

5.2 Summary of Major Findings

The main aim of the research was to examine the motivation interventions available to YEA employees in the Eastern Region. It was found that there exist quite a number of motivation packages for the staff of the Youth Employment Agency in the Eastern Region in general. Several categories of motivation packages that have been subcategorised under extrinsic and intrinsic motivation were identified as being utilised by management of YEA. The dimensions identified under the extrinsic motivation package were housing loans, fringe benefits, enhanced salary, and automobile loans. The intrinsic motivation packages included recognition, promotion, staff training and development, roles and responsibility, growth and opportunity.

The second objective was to make assessment of the factors that positively reinforce motivate of YEA to improve productivity. The research revealed that members of staff were interested and got motivated to do more in their respective positions via extrinsic factors enhanced salary and fringe

benefits. Conclusively, staff of YEA, in order to satisfy their physiological needs, require short term motivation; the workers tend to concentrate on achieving other goals once their physiological needs are met. In contrast, management is more focused on intrinsic positive reinforcements like promotion and recognition. This aligns with McClelland's (1961) power, achievement and affiliation theories. In the long run, management is recognised, appreciated and duly rewarded by the board of directors of the organisation. A significant population of workers who have been with the YEA for not more than four years, caught the attention of the managers who put plans in place to forestall unnecessary staff turnover. They also ensured that new employees to be recruited must have their capacity built and retained to ensure continuity and adherence to organisational culture towards the achievement of the agency's vision. The availability of motivational packages notwithstanding, some of the respondents, especially those at the district and lower levels, were of the view that available motivational packages were inadequate and could not meet their expectations. An instance is their entitlements and fringe benefits—vehicle maintenance and clothing allowances respectively, have been withheld at least for the past two years. In the case of regional staff, most of whom are line managers, communication and transportation allowances for workshops are the motivational packages available to them. Overall, staff of the agency within the region have psyched themselves not to allow the lack of motivational packages to be a serious impediment in the execution of tasks assigned them.

The third objective of this research was to examine some of the effects of motivational packages on employees' performance on the job. The Chi Square test statistics, as was employed in the data analysis, indicates the impacts motivational packages make on employees' output. The null hypothesis of no impact of motivational packages on employees' output is tested against the alternative hypothesis of positive effect of motivational packages on employees' output. The

significance value of 0.000 is below 5% significance level. The null hypothesis that motivational packages have no influence on employees' output is rejected for the alternative hypothesis that motivational packages have significant impact on employees' output. In conclusion, motivational packages have significant impact on Eastern regional YEA employees' output.

Additionally, the research sought to establish whether there is a correlation between motivation and work performance or not. The findings of the research depicted that there is positive correlation between work performance and motivation. The data collected from specific YEA offices and scientifically analysed, attested to the fact that motivation is positively correlated to work performance. The Pearson two variable test used in the analyses produced an outcome of 0.151.

5.3 Conclusion

Notwithstanding the common knowledge that motivation is a significant determinant of the performance of workers, results from the study revealed that staff of YEA – Eastern Region were not adequately motivated; as a result of which has had a ripple impact on work performance and ultimately, the productivity of employees. Further, inadequately motivated employees have developed truancy, malingering, lateness to work, and even defiance, in some cases. The agency staff concede that in times when they feel motivated, they perform beyond satisfaction. Extrinsic rewards in monetary terms experienced via enhanced salaries, allowance and bonuses were the preferred forms of motivation for staff at the district and lower levels of the Agency. As was proposed by Vroom (1964), individuals are intrinsically reinforced by the degree of their want for something the likelihood of them achieving it. In effect, it is therefore more prudent for managers at YEA to compensate workers by fulfilling their exact needs rather than motivating them with rewards they do not need.

Motivational packages are important to employee productivity, without which workers will not be in the best of position and right frame of mind to give off their best towards corporate or organisational goals. The general consensus of staff who responded to the questionnaire was that adequately conducive atmosphere at workplaces, to the point that the necessary motivational packages are put in place to take care of their human welfare needs, will motivate them to work productively. In their view, a hostile atmosphere does not encourage efficient productivity, and this is supported by Herzberg (1959) who suggested that hygiene-related factors also contribute to satisfaction at work.

5.3.1 The Role of Motivation.

The extent to which motivation crucially impacts employee's job performance cannot be overemphasised. The average worker would hardly put in their best in the world of work if there is no motivation. Burton (2012) is of the view that organisations could be increasingly effective if the employees are enthusiastic about the future of the organisation. The manager may not be directly involved in getting employees motivated, prompt and sustainable results are most likely to be achieved with ease when the right motivation packages that benefit and address employees physiological and psychological needs are provided for.

Every employee's joy rests with the availability of a safe business environment for both employees and stakeholders from without who access the services of the organisation. Inner satisfaction acts as morale booster for the core employees to give off nothing short of their very best. It was deduced that motivational packages, such as bonuses in times past influenced some employees to report at work much earlier, stay longer to work, and attended to their core duties with glee and the least of blemishes. Employees' reporting rate at work informs the managers on how to tackle and resolve ad hoc tactical or operational issues should they occur.

5.3.2 Motivational Packages at YEA.

One may not be far from right to conclude that the YEA staff in the Eastern Region, to some extent, enjoy both extrinsic and intrinsic motivational packages. Results from the research show that staff at the district levels favour being rewarded with more extrinsic motivational packages than with intrinsic motivational packages and these should be offered by the managers and the regional level managers respectively.

5.3.3 Effect of Motivation Packages on Employees Performance.

Generally, there is an admission that workers' satisfaction in meeting stakeholders' expectations of an organisation is one that goes beyond bargaining. An office environment should be comfortable for stakeholders, conducive for business operations and to build a good public image. Going by this common knowledge, management of YEA must ensure that they identify and fulfill employees' needs. In addition, every resource required should be provided by management and also managers should be receptive to ideas from employees—which will in turn be evaluated. Should an idea be found relevant, it should be implemented if it improves upon operations and helps push the district directorate to achieve its target and the overall agency's goal. The zeal of employees who are highly motivated helps to lower cost associated with operations without necessarily diluting service quality and wasting resources. The impact of motivation on employee performance is significant in that any attempt to withdraw a worthwhile motivation package is likely to trigger a nullity of performance output. The implication is that a change in the quality of the motivation strategy or package will bring about a proportional change in performance quality.

5.4 Recommendations

The findings of this case study have raised relevant issues of concerns to which the following recommendations have been advanced:

5.4.1 Motivational Packages of YEA

YEA staff members must be positively reinforced with job rotation, meritorious promotions, and job enrichment to cut down on boredom; and further propelled to be innovative. It was equally found out that there are no allowances for staff, especially those at the district and lower levels of the agency. It is recommended that there is the need for management to consider providing staff with extra duty hour's allowances to cushion their salary. The addition of allowances to their salary will boost commitment to work and increased productivity.

There is the need for training and refresher courses for managers and supervisors in the agency to help in the development of relevant professional expertise so that they can handle tasks efficiently and effectively to prove their mettle against the backdrop of ensuring the agency's success at set targets.

Employees, especially district level staff's needs and opinions as regards to befitting motivational packages for their welfare and more so those of managers at all levels of the agency must constitute the basis and core component of the Youth Employment Agency's motivational package. It is recommended, in this regard, that management should lend a listening ear to staff at the lower levels in making decisions as to what should constitute motivational package in the agency.

5.4.2 Effects of Motivation Packages on Employee Performance

The management ought to device and implement novel packages of motivation which influence performance at all levels of the agency. Employees of the agency can, for example, be given a car and housing loans to stir up their interests of staying longer with the YEA. Management can do well through value addition to already existing motivational packages to enhance performance.

Additionally, there is the need for management to consider the innovations and suggestions of employees in their decision making. The district YEA offices whose status do not match up to the standards of conducive working environment must conform to standards with improved strategies that will promote employees delight in performing par excellence. The YEA office premises must be encouraging for external stakeholders and the employees to promote fluid service delivery and construct a good public reputation. Management must facilitate the identification and satisfaction of most employees' needs to enhance performance.

Recommendation is also made that management should make sure that all district offices of YEA are well-stocked with the needed resources, as well as continue implementing strategic human resource policies to boost employees' morale. The equity theory should continue to function, and top management should not be the only benefitting party. Employees at the district and lower levels must be motivated enough to enable them deliver professionally. The target set for every department within the agency must be feasible in a bid to ensure that they are attainable, and workers must be trained and updated to enhance performance.

Per the research findings, majority of employees are convinced that irrespective of the form in which motivation comes, its efficacy in encouraging them to work cannot be overlooked. Another recommendation is that the onus is on management to incorporate motivation in planning their

human resource initiatives for the organisation's growth. It is an established fact that motivation has a telling potential on organisational productivity.

To put a finality on the discussions, the YEA is admonished to sponsor the continuing education and training for their workers to help build on their capacity to serve mother Ghana better.

5.5 Limitations of the Study

As it is peculiar with most research works, there were constraints with regard to logistics as the study was self-funded by the researcher and as a result, the researcher could not afford to cover the whole of the Eastern Region—the ideal situation. Additionally, the researcher encountered challenges with respect to data collection—participants' attitude towards the willingness to respond to questionnaires was not encouraging. However, the researcher utilised his experience in explaining the rationale behind the research to the respondents.

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APPENDIX

RESEARCH INSTRUMENTS

UNIVERSITY OF GHANA BUSINESS SCHOOL

LEGON-ACCRA

Dear respondent,

I am a student of the University of Ghana - Legon, Accra. The purpose of this questionnaire is to assess “The effects of motivation of staff on productivity in public agencies”: A case of the Youth Employment Agency, Eastern Region.

I would be grateful if you could take a few minutes to complete this questionnaire. Your feedback is very important and I promise to keep your responses in confidence.

Thank you in advance for your assistance.

STAFF

PART I

DEMOGRAPHIC AND SOCIAL CHARACTERISTICS

1. Name of District
2. What is your designation at YEA?
3. Gender: (i) Male [] (ii) Female []
4. How many years have you been working at YEA?
5. Please state your core Duties at YEA?
-
-

PART II:

(MOTIVATIONAL/INCENTIVE PACKAGES AVAILABLE)

6. Please indicate which of the following is a motivational package for employees of YEA? (*Multiple responses are required*)

	Yes	No
i. Enhance salaries to employees.	[]	[]
ii. Employee car loan scheme.	[]	[]
iii. Employee housing loan scheme.	[]	[]
iv. Fringe benefits (i.e. allowances)	[]	[]
v. Promotions	[]	[]
vi. Recognition	[]	[]
vii. Others (specify)		

7. By ranking them in order of priority which motivational package is most important to you? (*Please begin with the most important from 1 to 6*)

i. Enhance salaries to employees.	[]
ii. Employee car loan scheme.	[]
iii. Employee housing loan scheme.	[]
iv. Fringe benefits (i.e. allowances)	[]
v. Promotions	[]
vi. Recognition	[]

8. How often do you benefit from these motivational packages?

	Monthly	Yearly	Other
i. Enhance salaries to employees.	[]	[]
ii. Employee car loan scheme.	[]	[]
iii. Employee housing loan scheme.	[]	[]
iv. Fringe benefits (i.e. allowances)	[]	[]
v. Promotions	[]	[]
vi. Recognition	[]	[]

9. Are the views of employees incorporated in these motivational packages?

(i) Yes [] (ii) No []

10. Do you think these packages are adequate enough to motivate employees of YEA to give out their best effort on their work? (i) Yes [] (ii) No []

11. If no suggest other alternatives that show adequacy levels of motivational packages for management of the agency.

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.....
.....

12. Is your office environment conducive to enhance your work output?

(i) Yes [] (ii) No []

PART III:

EFFECTS OF MOTIVATIONAL PACKAGES ON EMPLOYEE PERFORMANCE

13. Do these motivational packages influence you to do your best?

	Yes	No
i. Early reporting to work.	[]	[]
ii. Staying on the job.	[]	[]
iii. Respect among colleagues.	[]	[]
iv. Inner satisfaction.	[]	[]
v. Loyalty to the agency	[]	[]

14. What is the effect of these motivational packages on your work output?

(i)Excellent [] (ii) Very High [] (iii) High [] (iv) Indifferent []

15. Would you be able to achieve the same level of output if these motivational packages were not introduced or were withdrawn by management? (i) Yes [] (ii) No []

16. In your view what is the effect of these motivational packages on YEA's performance in the following areas:

	High	Average	Low	Cannot tell
i. Staff retention.	[]	[]	[]	[]
ii. Beneficiary Management.	[]	[]	[]	[]
iii. Youth employment.	[]	[]	[]	[]
iv. Agency's efficiency	[]	[]	[]	[]