



Assessing the effects of motivation on employee's performance: A case study of Bolgatanga polytechnic

James Combert¹, Prosper Atongdem²

¹⁻² Department of Secretary ship and Management Studies Bolgatanga Polytechnic Upper East Region, Ghana

Abstract

The study assessed the effects of motivation on employees' performance at the Bolgatanga Polytechnic. The researchers reviewed the various theoretical and related concepts of motivation. A research design used for the study was a descriptive survey. Both qualitative and quantitative techniques were used. A simple random sampling and purposive sampling techniques were used in the selection of 120 respondents. The only questionnaire was used for the gathering of the data. The questionnaire items were structured along the Likert scale. The questionnaire was made up of a four-point Likert scale. The data was analyzed using Statistical Package for Social Scientists (SPSS) version 24.

The following research questions were used to guide the research;

- How does motivation enhance and influence the job performance of employees at Bolgatanga Polytechnic?
- What are the effects of motivation on employees' performance at the Bolgatanga Polytechnic?
- What motivational strategies can be adopted to influence the performance of employees at Bolgatanga Polytechnic?

The study indicates that employees had knowledge of motivational strategies used by the Polytechnic

The study revealed that management of Bolgatanga Polytechnic used motivational goal-setting to motivate their employees. The study also showed that there was lack of regular training and development for the employees.

The study showed that enough support from management, feedback on the job, reward and compensation for performance, and job satisfaction were some of the factors that influenced employees' performance.

The study again revealed that the employees at Bolgatanga Polytechnic were dissatisfied with the monetary package provided by the Polytechnic.

The study further shows that commitment, loyalty, increased productivity, job satisfaction, reduction in absenteeism and improved performance were the effects of motivational packages.

The study concludes that money was a highly motivating factor for the employees and management should look into increasing the monetary and benefits package they give.

Management of Bolgatanga Polytechnic should have a second look at new motivational packages which could influence the performance of employees.

Keywords: employee's, Bolgatanga, Polytechnic, Management

Introduction

Modern public institutions appear to be competing for survival due to the ever-rising problems and unreliable markets (Faith, 2015) ^[10]. Working hard and implementing new business models that focus on what the customer wants is not enough to translate to higher levels of productivity. Faith (2015) ^[10], says companies need to also look into the workers motivation and performance as a main tool that can enables the company in achieving long-term success.

Motivation within the organizational set up and its influence on productivity can be seen as one of the most far reaching factors in any type of company.

Iqbal *et al.* (2012) ^[15], say employee's motivation and their capacity to team up with employees, their performance and strategies in their difficult task given by the managers are designed to achieve maximum productivity. Studies have shown that in today's competitive business environment, success is increasingly a function of effective human resource management (George, 2008). It is therefore imperative to have a workforce that is motivated appropriately to achieve high performance and

productivity towards the achievement of the organizations goals and objectives.

Based on these, the study intends to examine the effects of motivation on the performance of workers at Bolgatanga polytechnic.

Statement of the Problem

In spite of the numerous advantages that organizations could derive from motivating employees to give out their best, some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012) ^[1]. This tells us that money is not the only way to motivate employees.

Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013) ^[12].

It is however not clear whether such motivational packages have effects on employees' performance in organizations. It is against

this backdrop that the researchers decided to undertake this research to assess the effects of motivation on employees' performance at Bolgatanga Polytechnic.

Purpose of the Study

The purpose of the study is aimed at assessing the effects of motivation on the performance of employees at the Bolgatanga Polytechnic.

Specific Objectives of the Study

- To examine how motivation enhances and influences job performance of employees of Bolgatanga Polytechnic.
- To identify the effects of motivation on employees performance at the Polytechnic.
- To identify motivational strategies used and suggest best motivational strategies for management of Bolgatanga Polytechnic.

Research Questions

- How does motivation enhance and influence job performance of employees at Bolgatanga Polytechnic?
- What are the effects of motivation on employees' performance at the Bolgatanga Polytechnic?
- What motivational strategies can be adopted to influence performance of employees at Bolgatanga Polytechnic?

Significance of the Study

The study will contribute and expand the existing body of knowledge for further researchers about motivation and performance of workers. The findings are expected to be useful to most institutions management and other people to understand which motivational strategies to employ.

The findings are expected to help policy makers and management of the Polytechnic and other related fields on how to motivate their workers to achieve their objectives and to streamline employee-manager relationship.

Limitation of the Study

The study was confined to Bolgatanga Polytechnic in the Bolgatanga Municipality of the Upper East Region of Ghana. The researchers encountered certain problems. Difficulties in accessing information from the Polytechnic, time and financial constraint, some of the respondents felt reluctant to respond to the questionnaire.

Literature Review

The Concept of Motivation

Definitions of Motivation

The word motivation was taken from the Latin term *movere*, which means "to move" (Kreitner & Kinicki, 2008) [18]. Coet see (2002), says motivation is the communication between individual and environmental forces to arouse and create continuous behaviour.

Colquitt et.al (2011) [8] state that motivation has a strong positive influence on job performance. People who have higher levels of motivation tend to have higher task performance as well.

Kreitner and Kinicki (2008) [18] conclude that motivation is the psychological processes that arouse and direct goal-directed

behaviour. Motivation cannot stand alone in certain areas or organizations knowing that motivation permeates through everyday life.

It is central to any discussion of work behavior because it is believed that it has a direct link to good work performance; it is assumed that the motivated worker is the productive worker (Riggio, 2014) [26].

Cole and Kelly (2011) [7] say performance is a continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organization) through a variety of means such as standard-setting, appraisal and evaluation.

The Nature of Motivation

Coet see (2002), came out with two main forms of motivation: namely intrinsic motivation and extrinsic motivation. Intrinsic motivation takes place internally and it occurs when people act according to the pleasure that they expect to derive from this action or because the action is seen as important or the individuals feel a desire to take the action. It can be seen from this explanation of intrinsic motivation as an action that is always required. Coetsee (2002), says the intrinsic outcomes are not driven by better remuneration but by feelings of satisfaction, meaningfulness, interest and accomplishment. Intrinsic rewards cannot be given to employees by their organizations seeing that these kinds of rewards are internal, meaning each employee awards it to himself because of good performance (Coetzee, 2002). Although the organization cannot award the individual intrinsic rewards, the organization can initiate an enabling environment in which the employees can feel and experience these kinds of rewards.

According to Roberts-Lombard (2008) [27], an internal environment must be created to support employees that are customer centered. Roberts-Lombard (2008) [27] again stated that the internal environment development needs to be supported by the employees of the business with internal training policies, procedures for planning and management styles. Extrinsic motivation implies that there could be external factors that influence the person to do something. Coetzee (2002), identified the following outside factors that could have an influence on extrinsic motivation, namely: salary, working conditions, policy, safety and security, benefits and relationships.

Theories of Motivation

Maslow's Hierarchy of Needs

Abraham Maslow in his 1954 book "Motivation and Personality" proposed the Maslow's hierarchy of needs theory of motivation. Maslow hierarchy of needs is often portrayed in a shape pyramid (Maslow, 1954) [22] with the largest and most fundamental level of needs at the bottom, and the need for self-actualization at the top. In ascending order, beginning with the most basic need, the needs are physiological, safety, social, esteem and self-actualization needs. According to Maslow, people are motivated to satisfy the lower needs before they try to satisfy the higher need.

Maslow (1943) [21] opines that people, and this includes employees of organizations, are motivated by the desire to accomplish and achieve conditions on which their satisfaction rests by making use of certain intellectual desires. The stages of needs that motivate people according to Maslow are as follows.

Physiological Needs

Physiological needs are literal requirements for human survival. Air, food and water are metabolic requirements for survival for all humans. An individual to satisfy these physiological needs is greater than the drive to satisfy any other type of need. These needs are satisfied through the wages and salaries paid by an organization (Maslow, 1954) [22].

Safety Needs

With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of physical safety – due to war, natural disaster, family violence, childhood abuse, etc. – people may again experience post-traumatic stress disorder or trans generational trauma. In the absence of economic safety – due to economic crisis and lack of work opportunities – these safety needs manifest themselves in ways such as a preference for job security, grievance procedures for protecting the individual from unilateral authority, savings accounts, insurance policies, reasonable disability accommodations, etc. Safety and Security needs include: Personal security, financial security, Health and well-being, Safety not against accidents.

Love and Belonging

Human need to feel sense of belonging and acceptance, whether it comes from a large social group, such as clubs, office culture, professional organizations, sport teams or small connections (family members, inmate partners, mentors, confidants). They need to love and be loved by others (Maslow, 1954) [22].

Esteem Needs

(Maslow, 1954) [22], says all humans have a need to be respected and to have self-esteem and self-respect. Esteem presents the normal humans desire to be accepted and valued by others. People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel self-valued, be it in a profession or hobby.

Self-Actualization Needs

Maslow (1954) [22], opines that what a man can be, he must be and this form the basis of the perceived need for self-actualization. Maslow describes this desire to become more and more what one is, to become everything that one is capable of becoming. One can achieve this not through promotions but by mastering his/her environment and setting and achieving goals (Maslow, 1945).

Maslow theory makes three important contributions. Firstly, he identifies important need categories which can help managers to create effective positive reinforces. Second contribution is that, the theory is helpful to think of two general levels of needs, in which lower level needs must be satisfied before higher level needs become important. Third, Maslow sensitizes managers to the importance of personal growth and self-actualization.

However, Maslow theory has some challenges. Its lacks hierarchical structure of needs as suggested by Maslow. Naturally, every person has to satisfy his needs in some order. The order may not follow Maslow's need hierarchy. Some people

may be deprived for their lower needs but may try for self-actualizing needs. However, some people regard self-esteem as more important than social needs. They had seen self-assertion as means to an end-love need. There is considerable disordering among physiological needs, safety needs, social needs and esteem needs particularly in organizational context (Rollison, et al, (1998) [28].



Fig 1: Maslow's Hierarchy of needs

Motivational Factors

A gwu (2012), identified the following as motivational factors;

Salaries and wages

If institutions pay reasonable, fixed remunerations in time then enactment of the employees' habitual behavior increases. This is because salaries and wages is the main and very important motivational aspect that affects the employee's performance in the organization

Bonus

Institutions can easily increase the work performance of the workforces with the help of additional benefit. We can say that additional benefit that is given to the employees according to their performance. Bonus is an important tool for increasing the productivity.

Encouragement

Encouragement is the act of giving someone support, confidence or hope for doing work or suggestions in the organization.

Job Security

Organization increases the employee's performance or productivity by providing job security. For example if an employee is made aware that his or her job is secured such that a person with the job would have a little chance of losing it.

The relationship between Motivation and Employees Job Performance

The level of performance of employees is not based on their actual skills but on the level of motivation each person exhibits (Burney et al., 2007) [5]. Motivation is an inner drive or an

external inducement to behave in some particular way, typically a way that will lead to rewards. Over-achieving, talented employees are the driving force of all firms so it is essential that organizations strive to motivate and hold on to the best employees (Harrington, 2003) ^[14]. The quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment, flexibility and quality, has called for attention from employees motivation and retention. Financial motivation has become the most concern in today's organization, and trying to use Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed.

Employees Motivational Strategies

Management can show their appreciation with positive feedback; however, if they go a bit beyond verbal praise, they can enhance employee's motivation without spending a lot of money (Fielding, 2006) ^[11].

Recognizing success is critical, and equally important in inspiring employees to work toward achievements. The staff will be inspired by knowing their contributions are valued and that management is confident in their capabilities. To further stimulate employee's creativity and confidence, support continual education through classes, seminars, subscriptions and memberships, make information easily accessible through a work library (Fielding, 2006) ^[11].

Assessing the performance of employees

Maxwell (2011) ^[23], says assessing employee performance and providing feedback to employees is a task most supervisors anticipate. As a result, they tend to put it off, or worse still, avoid it all together. Yet providing feedback to employees is a crucially important management function.

The psychology behind the dread of providing feedback usually has to do with the early-learned rule that we should not judge other people. Supervisors should understand that properly given, when they offer feedback they are not judging people; they are objectively assessing performance (Maxwell, 2011) ^[23].

Effects of Motivation

Goal-Setting

According to Locke and Latham (2002) ^[19], a goal is the aim of an action or task that a person consciously desires to achieve or obtain. Goal setting is a motivational strategy used widely in institutions as a method of directing individuals' efforts at work and providing a standard against which performance can be measured (Lunenberg, 2011) ^[20]. Goal-setting theory has been the most researched, utilized, and established theory of work motivation in the field of industrial and organizational psychology (Buchanan, 2012) ^[4].

Feedback

Feedback helps employees attain their performance goals and is critical in order for goals to remain effective and retain commitment (Redmond, 2015) ^[25].

Feedback is most effective when it is directed at setting more challenging goals (Locke and Latham, 2002) ^[19].

Positive feedback boosts motivation when provided in relation to

personally valued goals, while negative feedback increases motivation when provided in relation to obligatory goals (Van-Dijk and Iuger, 2004) ^[33].

Financial incentives and rewards

It positively affects employees commitment or loyalty. Employees stay in an organization because the benefits of being part of an organization far outweigh the cost of leaving the organization (Saleem, 2011) ^[29]. The fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Cole, 2000) ^[6].

Job Satisfaction

Saleem (2011) ^[29], says job satisfaction is how fulfilled a person is from the job that they perform. It is linked with performance, motivation, absenteeism, mental/physical health and general life satisfaction of a particular employee. Studies revealed that Job Satisfaction has a strong impact on Job performance, nonappearance, turnover, and psychological disorders (Storey, 2013) ^[32].

Recognition

Many organizations have formal recognition and reward programs and these recognition programs usually include rewards because good performers are recognized with rewards (Deci, 2013).

Employee Performance

Gibson *et al* (1985), say Performance is the degree of success in carrying out ones duty and his or her ability to achieve intended purpose. Jewell & Siegall (1990) opine that the performance is the result of the extent to which members of the organization have done the job in order to satisfy the organization. Employee performance is the extent to which a person carries out the responsibilities and work tasks (Singh *et al.*, 1996) ^[31]. Gomes (1995) ^[13] argue that job performance is a record of the results or outcomes produced from a particular job function or certain activities within a certain time period. While, Colquitt *et.al* (2011) ^[8] note that job performance is "the set of employee behaviors that contribute to organizational goal accomplishment". Performance must be measurable. Gomes (1995) ^[13] says measurement of performance is a way of measuring the level of individual contributions to the organization. Employee's performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or impact of organizational behavior or practices of human resources not as a cause or determinant. Further, Gomes (1995) ^[13] explains that there are two criteria for measuring employee performance, namely (1) result-based performance evaluation, and (2) behavior-based performance evaluation. Blumberg & Pringle (in Jewell & Siegall, 1990) state that there are several factors that determine a person performance, namely the opportunity, capacity, and willingness to do the achievement. The opportunity covers tools, materials, supplies, working conditions, coworkers' action, behavior of leader, mentorship, policies, regulations, organization procedures, information, time, and salary.

Methodology

Research Design

Orodho (2005) [24], says research design is the procedures used by a researcher to select the sample, administer the instruments (collection and measurement) and analyze the data. Kothari (2008) [17] opines that research design involves data collection and analysis in consideration of relevance to the research purpose and economy in procedure.

The study adopted the descriptive design because it has the advantage of producing a good amount of responses from a wide range of individuals or employees in order to investigate the effects motivation has on the performance of employees. In using the descriptive research design, the researchers used both quantitative and qualitative means of collecting data. Quantitative means of collecting data allows meaningful generalization with respect to the numerical relationship which existed in the data and which reflected the attributes of the entire population. The quantitative technique described the numerical relationships which existed in the data, while the qualitative techniques give the data of peoples experience as well as opinions.

Population of the Study

Population of the research is a specific population on which information is obtained from. Ngechu (2004) asserts that population is a specified set of beings, things, services, elements, and events or households to be studied. The target population of the research was polytechnics in Ghana, however, the accessible population for the study was Bolgatanga Polytechnic.

Sample and Sampling Techniques

Considering the fact that the research covers the entire

Data Analysis

The completed questionnaire was first edited for consistency. For the open-ended items, a short list was prepared from a number of responses in order to get the key responses given by the respondents. All the responses ticked on the questionnaire were recorded on broad sheet before being fed into the computer for analysis. The descriptive nature of the study made the researchers used both inferential and descriptive statistical tools in the analysis of the data. The data was put into pie charts, bar chart and tables which are presented on descriptive statistics of frequency and percentages.

Findings and Discussion

Sex of Respondents

The pie chart below depicts the sex distribution of responses obtained from the questionnaire administered.

Bolgatanga polytechnic, not all the respondents were included in the study. It is thus significant to draw a sample from the population. Sampling therefore enables the researcher to deal with small number of units in place of the target population, as well as obtains data that is representative of the target population (Sarandakos 1988). Therefore, a sample size of 120 employees was obtained out of a total population of 250 workers at the polytechnic. The sampling methods used under this technique were simple random sampling and purposive sampling. The simple random sampling was used in selecting the respondents for the questionnaire administration in gathering important information for the research. Employees were selected at random

during the process of gathering the data without being bias in the sample units. The purposive sampling method was used as a deliberate way of selecting key management staff and the female employees

Research Instrument

Questionnaire was used for data collection. This helped the researchers to gather relevant information for the research.

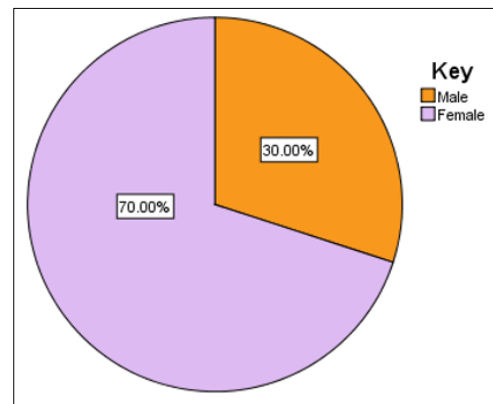
The Questionnaire was designed in such a way that it helped to elicit the participants' opinions and sentiments about motivation in relation to the objectives of the research. The questionnaire consists of sections A, B, C, D and E. Section A consists of questions that provided information on the biographical data of respondents and Section B consists of questions that provided information on knowledge and availability of motivational strategies. Section C consists of questions that provided information on factors that influence the performance of workers, Section D also consists of questions that provided information on effects of motivation on employees' performance and E on how motivational systems can be improved at Bolgatanga Polytechnic.

The questionnaire consisted of thirty five (35) items.

The items were structured along the lines of like rts scale. The statements on the like rts scale were expressed on a four point scale, which asked respondents to indicate the extent of their agreement ranking from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SA).

Procedure for Data Collection

The researchers carried out the data collection where the necessary processes of printing, distributing and explaining the nature of the questionnaire to the respondents. The researchers used this procedure because the departments and units were easily accessible, copies of the questionnaire were delivered to respondents by hand.. The researchers personally distributed the questionnaire at Bolgatanga Polytechnic to the respondent swith the help of various heads of departments andthe units heads at the polytechnic. A total number of 120 questionnaires were distributed. The researchers were able to retrieve all the 120 questionnaire representing 100% of the total sample population.. Respondents were thus allowed seven (7) days to supply the needed information.



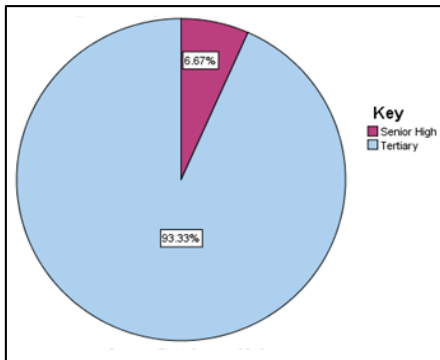
Source: Field Survey. 2019

Fig 2: Sex of the Respondents

Figure 1 shows that 84(70%) of the respondents were males while 36(30%) of the respondents were females. It is clear from figure1 that Bolgatanga Polytechnic has more male employees than females.

Respondents Level of Education

The educational level of respondents is presented in bar chart below



Source: Field Survey, 2019

Fig 3: Highest level of education

Figure 3 indicates that 112 (93%) of the respondents had tertiary education, while eight or seven percent of the respondents said Senior High education. The figure suggests that majority of the respondents had higher level of education.

Table 1: Number of Years Respondents have worked with the Polytechnic Source: Field

No of Years	Frequency	Percentage
1 – 5	17	20
6 – 10	33	40
11+	50	60

Survey, 2019

Table1 indicates that 20 (17%) of the respondents said they have been with Bolgatanga Polytechnic for between1-5 years, 40 or 33. % of the respondents indicated between 6-10 years and 60 or 50 % of the respondents said they have worked with the Polytechnic for 11 years and above. The data indicates that majority of the respondents have been with the polytechnic for 11years and above.

Table 2: Knowledge and Availability of Motivational Strategies in the Polytechnic

Item	SA	%	A	%	D	%	SD	%
. A good salary and allowance	56	46.7	48	40	8	6.7	8	6.7
Good working conditions	64	53.3	40	33.3	8	6.7	8	6.7
. A good physical environment	60	50	40	33.3	16	13.3	4	3.3
An assured security over retention	56	46.7	48	40	16	13.3	-	-
A good relationship with superiors	28	23.3	84	70	8	6.7	-	-
A sense of achievement	32	26.7	80	66.7	-	-	8	6.7
Recognition	56	46.7	40	33.3	24	20	-	-
Effective Supervision	40	33.3	68	56.7	12	10	-	-
Training and development	8	6.7	-	-	60	50	52	43.4

Source: Field Survey, 2019.

Item 5 on table 2 is on whether a good salary and allowance is a good strategy to motivate employees performs well in the Bolgatanga polytechnic, 56 (47%) and48 (40%) of the respondents strongly agreed and agreed with the statement whiles eight or seven percent each of the respondents disagreed and strongly disagreed respectively with the statement. From the above table, majority of the respondents are of the view that good salary and allowance is a good strategy to motivate employees performs well. This implies that if employees are paid good salaries and given allowances their performance will improve thereby increasing productivity in the polytechnic.

Item 6 is on whether good working conditions are good incentives to encourage employees to improve upon their performance, 64 (53.3%) and 40 (33.3%) of the respondents strongly agreed and agreed with the statement while eight or seven percent each of the respondents disagreed and strongly disagreed with the statement. It is clear that majority of the employees support the fact that good working conditions play a key role in their performance as workers. The Bolgatanga polytechnic creates good condition for workers to feel appreciated and put out their best.

Item 7 is on whether a good physical environment has contribution to make employees perform better, 60 (50%) 40(33.3%) of the respondents strongly agreed and agreed with the statement whiles 16(13.3%) and four or three percent of the respondents disagreed and strongly disagreed with the statement. This shows that with good physical environment provided by the Polytechnic, it will go a long way to enhance the output of employees.

Item 8 is on whether assured security over retention of jobs motivates workers in their job performance, 56 (46.7%) and 48 (40%) of the respondents strongly agreed and agreed with the statement while 16 (13.3%) of the respondents otherwise disagreed with the statement. It is clear that from the analysis, every worker knows the importance of job security and when they are aware that their jobs are secured, it boost their confidents to work with ease.

Item 9 is on whether good relationship with superiors will motivate workers to perform well, 28 (23.3%) and 84 (70%) of the respondents strongly agreed and agreed with the statement while, eight or seven percent of the respondents disagreed with

the statement. Majority of the workers agreed that good working relationship especially with superiors motivate them to perform very well.

Item 10 is on whether a sense of achievement is important to motivate workers to increase productivity, 32 (26.7%) and 80 (66.7%) of the respondents strongly agreed and agreed with the statement while eight or seven percent of the respondents otherwise strongly disagreed with the statement. This shows that a sense of achievement is a very important factor that motivates workers performance.

Item 11 is on whether recognition is important to motivate employees to put in their best, 56 (46.7%) and 40(33.3%) of the respondents strongly agreed and agreed with the statement while 24 (20%) of the respondents however disagreed with the statement. From the statement, it is clear that recognition is an

important motivational strategy which motivates workers to perform.

Item 12 is on whether supervision is important to motivate employees performance, 40 (33.3%) and 68(57.7) of the respondents strongly agreed and agreed with the statement while, 12(10%) of the respondents disagreed with the statement. From the analysis, it is clear that supervision is an integral part of motivation that allows employees to perform very well.

Item 13 is on whether training is important to motivate workers to give off their best, 60 (50%) and 52(43.3%) of the respondents strongly disagreed and disagreed with the statement while eight or seven percent of the respondents otherwise strongly disagreed with the statement. Again, from the analysis, training seems not to be important in motivating workers to give off their best

Table 3: Factors that Influence the Job Performance of employees.

Item	SA	%	A	%	D	%	SD	%
Enough support from management	43	36.3	72	60	4	3.3	-	-
Feedback from management on job performed.	52	43.3	56	46.7	12	10	-	-
Reward and compensation for performance	40	33.3	68	56.7	12	10	-	-
Job satisfaction influences Performance	52	43.3	68	56.7	-	-	-	-

Source: Field Survey, 2019.

Item 14 is on whether employees have enough support from superiors and colleagues to enable them carry out their task, 43 (36.7%) and 72 (60%) of the respondents strongly agreed and agreed with the statement while four or three percent of the respondents disagreed with the statement. From the analysis, having enough support from both superiors and colleagues will enable workers perform well thereby leading to improved productivity. It is therefore imperative for management to provide all the necessary support needed for workers to perform well.

Item 15 is on whether employees get feedback from superiors on jobs they have performed, 52 (43%) and 56 (46.7%) of the respondents strongly agreed and agreed with the statement while 12 (10%) of the respondents disagreed with the statement. The

Data indicates that feedback is an important element that motivates employees to perform well.

Item 16 is on whether reward and compensation systems influence the performance of employees, 40 (33.3%) and 68 (56.7%) of the respondents strongly agreed and agreed with the statement while 12 (10%) of the respondents disagreed with the statement. Based on the analysis, it is important to state that reward and compensation systems influence the performance of employees.

Item 17 is on whether job satisfaction influences the performance of employees in the Bolgatanga polytechnic, 52 (43.3%) and 68 (56.7%) of the respondents strongly agreed and agreed with the statement. This means that most workers in the Bolgatanga Polytechnic are motivated by their personal job satisfaction.

Table 4: Effects of Motivational packages on employees' performance

Item	SA	%	A	%	D	%	SD	%
Commitment and Loyalty	40	36.7	60	50	20	13.3	-	-
Increased in productivity	52	43.3	56	46.7	9	7.2	9	7.2
Job Satisfaction	40	33.3	48	40	24	20	8	7
Reduces absenteeism	60	50	36	30	8	7	24	20
Efficiency	30	25	54	45	18	15	18	15
Improved job performance	72	60	24	20	-	-	24	20
Creates workplace Conflict	54	45	-	-	-	-	78	65
Focuses on solely on Incentives	60	50	36	30	24	20	-	-

Source: Field Survey, 2019.

From item 18, 40(36.7%) and 60 (50%) of the respondents strongly agreed and agreed with the statement, 20 (13.3%) of the respondents however disagreed with the statement. Analysis on item 18 suggests that motivational packages make employees be committed and loyal to the organization as about 87% of the respondents confirmed.

According to item 19, 52 (43.3%) and 56(46.7%) of the respondents strongly agreed and agreed with the statement while nine or seven percent of the respondents each disagreed and

strongly disagreed with the statement. It is clear from the analysis that majority of the respondents (90%) agreed with the statement that motivational packages increase productivity in the polytechnic.

Item 20 indicates that 40 (33.3%) and 48 (40%) of the respondents strongly agreed and agreed with the statement, while 24 (20%) and eight or seven percent of the respondents disagreed and strongly disagreed otherwise with the statement. It is significant to note that majority of the employees agreed that they

become satisfied when they are recognized by management for their input in the achievement of the Polytechnic objectives.

On item 21, 60 (50%) and 36 (30%) of the respondents strongly agreed and agreed with the statement with eight or seven percent and 24 (20%) of the respondents strongly disagreed and disagreed however with the statement. It is important to note that majority of the employees also confirmed that motivational packages reduce absenteeism in the organization.

Item 22 on table 4 indicates that 30(25%) and 54(45%) of the respondents strongly agreed and agreed with the statement, while 18 (15%) and 18(15%) of the respondents each otherwise disagreed and strongly agreed with the statement. From the analysis, it is clear from the data that majority of the respondents (70%) agreed that motivational packages brings about efficiency in the organization. This is vital because without efficiency no organization will be able to achieve its objectives.

Item 23 shows that 72(60%) and 24 (20%) of the respondents strongly agreed and agreed with the statement, while 24 (20%) of the respondents strongly disagreed. From the data one can deduce that 80% of the respondents confirmed that motivational packages brings about improved job performance in the organization. Again item 24 indicates that 78(65%) of the respondents strongly disagreed with the statement, while 54 (45%) of the respondents however strongly agreed with the statement. It is important to note that majority of the respondents disagreed that motivational packages cannot bring about workplace conflict. This may only happen if it is not well handled by management.

Furthermore, item25 shows that 60(50%) and 36(30%) of the respondents strongly agreed and agreed with the statement; while 24 (20%) of the respondents otherwise

Dis agreed with the statement. It is worthy to note that 80% of the employees confirmed the item.

Table 5: Improvement on Motivational Systems

Item	SA	%	A	%	D	%	SD	%
Motivational goals	28	23.3	84	70	8	6.7	-	-
Good working relationship	24	20	88	73.3	8	6.7	-	-
Feedback from superiors	44	36.7	64	53.3	-	-	12	10
Transparency	24	20	96	80	-	-	-	-

Source: Field Survey, 2019

Item 26 is on whether motivational goals improve motivational systems, 84(70%) and 28(23.3%) of the respondents agreed and strongly agreed with the statement while eight or seven percent of the respondents disagree with the statement.

Item 27 is on whether a good working relationship between superiors and employees improves motivational systems in the Bolgatanga Polytechnic 88 (73.3%) and 24 (20%) of the respondents agreed and strongly agreed respectively with the statement while eight or seven percent of the respondents disagreed with the statement. The statement indicates that a good working relationship between superiors and employees will improve motivational systems in the Bolgatanga Polytechnic.

Item 28 is on whether feedback from superiors improves motivational systems in the Bolgatanga Polytechnic 64 (53.3%) and 48 (36.7%) of the respondents agreed and strongly agreed with the statement while 12 (10%) the respondents strongly disagreed with the statement. This means that feedback from superiors improves motivational systems.

Item 29 is on whether transparency improves motivational systems in the Polytechnic, 96 (80%) 24(20%) of the respondents agreed and strongly agreed with the statement. This means that transparency is a tool to improving motivational systems in the Polytechnic.

Table 5: Effects of financial /monetary factor on employees' performance

Item	SA	%	A	%	D	%	SD	%
Satisfaction with pay	10	8.3	20	16.66	60	50	30	25
Competitive pay	5	4.16	5	4.16	40	33.33	70	58.33
Competitive benefits packages	30	25	10	8.3	10	8.3	70	58.33
Monthly allowances	10	8.5	30	25	80	66.66	-	-
Money as an incentive	90	75	-	-	15	12.5	15	12.5
Monetary reward	120	100	-	-	-	-	-	-

Source: Field Survey, 2019.

From item 30, 60(50%) and 30 (25%) of the respondents strongly disagreed and disagreed with the statement, 20 (16.66%) and 10(8.3%) of the respondents however agreed and strongly agreed with the statement. Analysis on item 30 suggests that employees are dissatisfied with the level of pay given to them.

According to item 31, 70 (58.33%) and 40(33.33%) of the respondents strongly disagreed and disagreed with the statement while five or four percent of the respondents each agreed and strongly agreed with the statement. It is clear from the analysis that majority of the respondents (90%) do not think that pay

offered by Bolgatanga Polytechnic is competitive as compared to other institutions.

Item 32 indicates that 70 (58.33%) and 10 (8.3%) of the respondents strongly disagreed and disagreed with the statement, while 30 (25%) and 10 or eight percent of the respondents agreed and strongly agreed otherwise with the statement. It is significant to note that majority of the employees do not think that packages offered by the polytechnic is competitive.

Item 33 on table 5 indicates that 80(66.66%) of the respondents disagreed with the statement, while 30(25%) and 10(8.3%) of the

respondents agreed and strongly agreed however with the statement. From the analysis, it is clear from the data that majority of the respondents about (70%) were not happy with the allowances being given to them by the polytechnic.

Item 34 shows that 90(75%) of the respondents strongly agreed with the statement, while 15 (12.5%) each of the respondents strongly disagreed and disagreed with the statement. From the data one can deduce that 75% of the respondents confirmed that money serves an incentive.

Again item 35 indicates that 120(100%) Of the respondents agreed that monetary reward is a crucial incentive which motivate them to give off their best.

Findings

The study assessed the effects motivation has on the performance of workers at the Bolgatanga Polytechnic. The accessible population of the study was Bolgatanga Polytechnic staff.

The research reviewed related articles from different perspective, writers describing the concept of motivation, and how motivation has an impact on the employees.

As a descriptive study, the researchers administered questionnaire to the respondents. Both purposive and simple random sampling methods were used. Qualitative and quantitative methods were employed in the analysis.

The results of the study revealed that the Bolgatanga Polytechnic has a well-structured motivational systems. Some of the identified motivational systems were good working conditions, good salaries, allowances, and a good working relationship with superiors. It was revealed that management of Bolgatanga Polytechnic used motivational goal-setting to motivate their employees.

The research also showed that there was lack of regular training and development for the employees.

The study showed that enough support from management, feedback on the job, reward and compensation for performance, and job satisfaction were some of the factors that influenced employees' performance.

It was further revealed that the employees at Bolgatanga Polytechnic were dissatisfied with the monetary package provided by the Polytechnic.

The study further showed that commitment, loyalty, increased productivity, job satisfaction, reduction in absenteeism and improved performance were the effects of motivational packages.

Conclusion

Despite the literature and research into the most effective methods of motivating people, true human motivation will always be a subjective matter. So long as there is free will, it is highly unlikely that any theory of motivation will work for all people. There is no grand motivation theory that can be applied to every person or situation and as such, the only way to truly motivate someone is to simply treat those individuals well.

Recommendations

Based on the findings of the research, it is recommended that:

- Management of Bolgatanga Polytechnic should have a second look at new motivational packages which could influence the performance of employees.

- Management of Bolgatanga Polytechnic should try as much as possible to find out what drives employees most and what demotivates them and try to improve upon them.
- The researchers recommend that management of Bolgatanga Polytechnic should invest more on staff training.
- The researchers recommend that management of Bolgatanga Polytechnic should always applaud employees for good performance.
- Management should create a congenial atmosphere that will ensure cordial relationship between management and employees.

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