

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI
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**Motivational Measures used by Project Managers to Improve Team Performance and
Productivity: A Case Study of Goldfields Ghana Limited, Tarkwa**

By

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MASTER OF SCIENCE

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgment is made in the thesis.

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ABSTRACT

Team Performance and Productivity are influenced by how well the team is motivated. This study explores the motivational measure available for the Project Manager to manage their team members. The study adopted quantitative research approach. Purposive sampling technique was used based on the objectives to define the population of sixty (60) Project Managers working at Goldfields Ghana Limited Tarkwa site, out of which fifty-two (52) sampling size was selected. The Krejcie and Morgan sample size table was used to select a sampling size of fifty-two (52) from a population of sixty(60) with the confidence level score of 95% and the margin of error of 5%.A closed ended questionnaire was issued to the respondent and only thirty (30) Project Managers responded. The resulting data analyzed with the aid in SPSS and presented the result with descriptive, frequencies, percentages and mean score ranking.The motivational measures include Financial (Bonus and allowance, incentive Pay or salary, etc.) and non-financial (Job Security, Opportunity for advancement etc.) which play a major role in the influencing of team performance and productivity. In addition, motivation should be a concern of project managers because it has an effect on the performance and productivity of their team members and also helps in the minimization of conflict and team performance. In conclusion, team members' needs are unlimited; and have made it difficult for the Managers to identify their needs to be able to satisfy them. It has also made it difficult for the Project Manager to Manage conflict and team agitations. It was therefore recommended that motivation plays a major role in any organization that wants to maximize productivity and performance of their employees. Managers must review their leadership style, creating assurance of job security and reasonable periodic salary increase scheme to be able to influence the performance and productivity of their team members

Key Word: Motivation, Performance, Productivity, Reward, Project Manager, Project Team

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LIST OF ABBREVIATIONS

BA	-	Bachelor of Art
BSc	-	Bachelor of Science
HND	-	Higher National Diploma
Ltd	-	Limited
MBA	-	Master of Business Administration
MSC	-	Master of Science
PMI	-	Project Management Institution
PMP	-	Project Management Professional
SPSS	-	Statistical Package for Social Scientist
WASSCE – West African Secondary School Certificate Examination		
WBS	-	Work Breakdown Structure

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CHAPTER ONE

INTRODUCTION

This chapter covers the background, statement of the problem, aim and objectives of the study. Furthermore, the chapter elaborates the research methods, the scope and the organization of the study.

1.1 BACKGROUND OF THE STUDY

In recent times, different motivational measures are used by project managers to manage team performance and also ensure a higher rate of success for organizational work. The PSMPC (2000) defines performance management as “helping people to work more effectively by improving individual and team performance, increasing the overall productivity of an agency” in the context of staff management. These measures have been widely adopted in both small and large organizations on a daily basis in order to cope with business complexities, to carry out unique and complicated tasks, and to deliver high quality products and services. On the other hand, organizations are becoming more project-oriented since they also need to apply ‘management of projects’ as the central managerial method for major parts of their business (Gareis, 1991).

However, as more organizations use this strategy to deliver quality goods and services, the demand for Project Managers also have increased (Crawford, 2005). The reason being that, the success of every project-oriented organization depends greatly on the management method or measures used by the Project Manager (Smith, 1999; Crawford, 2005). Thus, the Project Manager is regarded as the utmost significant participant responsible for coming up with measures that can ensure either team performance and productivity or failure (Hendrickson and Au, 1988).

A Project Manager needs a comprehensive set of motivational measures (Huemann et al., 2007; Hölzle, 2010). The measures may vary in their depth and breadth in terms of the type and scope of projects in order to achieve high project performance and success (Hauschildt et al., 2000; Huemann, 2000). For instance, a long-term, long scale, and strategic project demand a higher standard of measures compared with a short-term, specialized, and low budget project (Hauschildt et al., 2000; Huemann, 2000). Therefore, as project management measures have been found to have a direct effect on team performance, it is vital for organizations' to select their Project Managers based on competencies and measure they wish to bring on board to improve project team performance and productivity (Sebt et al., 2010). Existing literature also confirms a relationship between the performances of the team and the implications of using different motivational measures or styles in teams (Avolio et al., 2004); most especially when managing project members from different cultures. In the study by Johnson et al. (2002), the findings show that virtual team's performance depends on how well project managers are able to establish procedures, resolve conflicts, and collaborate with the team members to bring about a successful task.

In Africa and elsewhere across the globe, project teams are likely to face a hierarchy of motivational measures or disincentives generated by the work they do, the way they are paid, the organizational and system context in which they work. Motivational measures are generally designed by Project Managers to enhance the productivity and quality of services and allow for effective management (Hongoro and Normand, 2006). All the same, in governing a project team, especially when members of the team are culturally diverse, Project Managers are also more likely to encounter a range of challenges (Nemiro et. al, 2008; Bringas, 2008; Huang et. al, 2010; Settle-Murphy, 2012; Lee, 2013).

It is widely accepted that, one of the biggest problems project managers encounter in organizations is how best to get employees committed to their work and put in their best towards the accomplishment of the organization's objectives. Lee (2013) argues that Project Managers must be aware of the different cultures that may exist in a team. Using appropriate project management measures to manage, especially, cross-cultural teams are consequently relevant to team performance and productivity, since the expectation of a project is strongly affected by the cultures surrounding it. It was as a result of this need that brought about the study aim in the exploring of the motivational measures that project managers' use to motivate team members to achieve performance and productivity.

1.2 STATEMENT OF THE PROBLEM

Mining Companies and Contractors establish project teams immediately new project is realized (Azmy, 2012). A team is made up of a group of professionals who depend on each other's strength, specific skills and capabilities for the completion of a particular goal or objective (Chow, et al., 2005). A project team works together collaboratively to meet the project objective through the sharing of knowledge and experience (Azmy, 2012).

Globally, lack of team motivation has been identified as the cause of misunderstandings, poor communications, dispute, conflict, etc. in the project team. Considering the role that project team members play in a project, it should be a priority for Project Managers to motivate their team members in order to improve performance and productivities (Yimam, 2011). Project Manager combines technical competency with certain motivational measures in order to achieve a project deliverable and the organizational goal. It is for this reason that the study sets out to explore the various types of motivational measures Project Managers use within the mining industry to achieve project goals.

Cantu (2007) also added that, the success and failure of the Project Manager is how well he can influence and co-ordinate his/her team members to achieve a project deliverable. This has necessitated the studies of how project management used the motivational measure to achieve an expected project deliverable or milestone. Project management has evolved and the Traditional way of doing things has been altered by emerging trends in the way projects are structured and managed from the Initiation, Planning, Execution, Monitoring and Evaluation, and Closure of a project.

This research is based on some selected mining companies in Tarkwa. Specifically, it focuses on investigating how Project Managers in Goldfields Ghana Limited can be effective through the use of motivational measures. In order to identify the project management efficiency and effectiveness to improve team performance and productivity, this study discovered the current best motivational measures, among other activities that are available for the Project Manager to achieve the expected project outcomes.

1.3 RESEARCH AIM AND OBJECTIVES

1.3.1 Aim of the Study

The aim of the study is to explore the motivational measures used by Project Managers to improve performance and productivity of project team members.

1.3.2 Objectives of the Study

1. To identify the motivational measures used by Project Managers to manage team performance and productivity.
2. To identify the effects of these motivational measures on the performance and productivities of project team members.

3. To identify the challenges of using these motivational measures by Project Managers.

1.4 RESEARCH QUESTIONS

1. Are there any motivation measures available to Project Managers?
2. What are the effects of the motivational measures adopted by Project Managers on their project team members?
3. What are the challenges of using these motivational measures by the Project Manager?

1.5 SIGNIFICANCE OF THE STUDY

Improving the performance of project teams has gained attention in both private and public sectors. Attention also needs to be placed in the different measures Project Managers use in motivating workers. Efforts need to be made to ensure that reasons preventing optimal performance are identified. A lot of studies and literature focus on motivation but little attention has been given to motivation and the implication on project team performance within the mining sector in Ghana. This study will fill the gap in the body of knowledge related to motivation among project team in the mining sector. This research will also inform policy makers on the directives on motivational measures that could effectively result in better work performance in Ghana's mining industry.

1.6 SCOPE OF THE STUDY

The study covers Project Managers of Goldfields (Unit Managers) and Project Managers of Contractors working at Goldfields Ghana Limited Tarkwa Site. Basically the study explores motivational measures Project Managers used in improving performance and productivity of project team members.

1.7 ORGANISATION OF THE THESIS

The work comprises of five chapters. The first chapter elaborates on the background of the research and spells out the problem under study. It also sets out the purpose, objectives, research question, the significance of the study, and Chapter organization. The second chapter deals with a review of relevant literature, including theoretical foundations of the study relating to the theories of motivation, as well as the empirical evidence on motivation, team performance and productivity. In this work, the Chapter three outlines the relevant methodology for the study involving the research approach, study population, study setting, sampling, and data collection instrument, sources of data, data analysis and management as well as an ethical consideration. The chapter four concentrates on data analysis and interpretation of the data. Chapter five discusses the main key findings of the study, conclusion and recommendation of the study. The recommendation of the findings was directed to inform policy makers on motivation and to build institutional capacities in the mining industry.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter generally reviews the relevant literature on the effects of project management measures on team performance and productivity. The chapter highlights the conceptual basis of project management, identifies the relationship between different project management measures on team performances and productivity, and discusses the role of the Project Manager and their teams in achieving employee performance on productivity.

2.2 DEFINITION OF PROJECT

A project is a temporary endeavor undertaken to create a unique product, service or result. Every project has a unique beginning and an end, which is different from the normal operation activities. At the initiation stage, through the Planning, Execution, Monitoring and Evaluation; and finally come to an end when the project deliverable is met or when the objectives will not or cannot be met, or when the need for the project no longer exists. A project is an organization unit dedicated to the attainment of a goal generally the successful completion of a developmental product on time, within budget, and in conformance with pre-determined performance specifications(Gaddis, 1959).

2.3 DEFINITION OF PROJECT MANAGEMENT

Project management is the application of knowledge, skills, tools and techniques for the accomplishment of a particular project deliverable or milestone. Project management is accomplished through the appropriate application and integration of the forty-two logically grouped project management processes comprising the five Process Groups (PMBOK® Guide, 2013).

The Project is managed through the identification of Project requirements, addressing the needs, wants, concerns, and managing the engagement and expectations of Stakeholders, (PMBOK® Guide, 2013).

Project Management is the application of a collection of tools and techniques (such as the CPM and matrix organisation) to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to the task environment and life cycle (from conception to completion) of the task (Atkinson, 1999). Project management is a specialized form of management, similar to other functional strategies, that is used to accomplish a series of business goals, strategies, and work tasks within a well-defined schedule and budget. (Srivannaboon and Ph, 2006).

2.4 THE PROJECT MANAGER

The Project Manager is a cardinal contributor to the project completion and for any project outcome to be achieved he/she must demonstrate a dynamic leadership role to influence the team members to work to achieve the expected deliverable.

The primary tool available to him is the brainpower of men who are professional specialists in diverse fields. He uses this tool in all the phases of the creation of his product, from concept through the initial test operation and manufacturing stages. (Gaddis, 1959)

Project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by

having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy) (Kerzner, n.d.).

2.4.1 The Project Manager's Personality

The concept of competence is an assimilation of the concepts identified by PMI (2007), IPMA (2015), AIPM (2010a), and APM (2015). Thus, competences are defined here as: knowledge, personal attitude, and the ability or relevant experience that allows performing one or more activities to realize an expected level of performance

2.4.2 Project Manager's Role and Capabilities

The Project Manager plays a key role in the completion of a project. He applies all the managerial skills like Planning, directing, controlling, Organizing, leading, communicating etc. in achieving organization goal. The Project Manager is responsible for achieving the project objectives; however, the vast literature on the subject also points out that project management is dependent upon the hard (basic) skills of project managers. (PMBOK® Guide) 2013.

The Project Manager plays a key role in leading to achieve an objective or a particular project expected output. His role is different from that of the Functional Manager but sometimes may report to Functional Manager, Program Manager and the Portfolio Manager. The Project Manager has a duty of care to the Project Sponsor, the Organization, Team Members, the Clients and its Stakeholders. He must show due diligence and competency and outmost good faith in fulfilling his duty as a Project Manager.

His key role is leading and managing of a project into a successful completion, thus consistently producing key results expected by Stakeholders, establishing a vision, direction and strategies to achieve the vision, aligning people to achieve the vision and motivating and inspiring the team to

overcome barriers. The Project Manager's other role is building his/her team members, motivating them in the completion of the project, taking of hard decisions, communicating within and outside his scope. The Project Manager also has a role in demonstrating skills in the negotiation for project resources and other things from their Stakeholders.

The Project Manager must demonstrate that he is trust worthy and also be able to build trust within the project delivery. The Project Manager is held accountable for project failure and must maintain control over the project by measuring performance. He is in charge of the project but not necessarily the resources. Where there are two or more people who come together to do a project, there is a tendency of conflict to be managed at each stage of team building. The Project Manager has a role or must show to have skills in conflict management. This skill can help improve team work and team coordination which will make it easy for the team to work and attain the expected output or deliverable

2.4.3 Leadership Style and Powers for the Project Manager

2.4.3.1 Leadership Styles for the Project Manager

Project Managers are often selected or not selected because of their leadership styles. The most common reason for not selecting an individual is their inability to balance the technical and managerial project functions Wilemon and Cicero (1970). Project Managers will succeed based on the approach or the leadership style which they will use in terms of their day to day operation of the project. The leadership style has its effect of the project delivery and some of the leadership styles according to Project Management Institution (PMI) are elaborated below;

- Directing: Always telling the team members what to do
- Facilitating: - Coordinating the input of others

- Coaching: - Instructing others
- Supporting: - Providing assistance in the project delivery
- Autocratic: - Making decisions without input from his /her team members
- Consultative: - He always Inviting ideas and suggestions from his team members
- Consensus: - Consensus building in project is very key and his decision-making is always based on group agreement

(PMBOK, 2017)

2.4.3.2 Powers of the Project Manager

The Project Manager has various powers which can be utilized in the project delivery and they are listed below;

- Formal; this is the power which the Project Manager get as a result of the position which he/she held.
- Reward; the Project Managers ability to give reward to his/ her team members gives him/her an authority over them
- Penalty; the Project Manager has authority to give reward and also to give penalty to the team members for deviation, breach of code of conduct and other regulations
- Expert; every Project Manager need to have expert knowledge, be competent and knowledgeable in the project which he/ she is leading to be able to have technical expertise on the project
- Referent; This is based on the Project Manager's personality or knowledge, or referring to the authority of someone in a higher position

According to project management institution (PMI), expert and reward are the best forms of power of the Project Manager; the expert power is earned by the Project Manager himself.

The reward and penalty are powers derived from the Project Manager's as a result of his position. Penalty is the worst choice and if it's not managed well will de-motivate the team on the project deliverable, (PMBOK, 2013).

2.5 THE PROJECT TEAM

The Project Team consists of the Project Manager and dedicated members from both the project office and the functional department, consisting of experience and knowledgeable technocrats. Team development is the process of improving the competencies, team interaction and the overall team environment to enhance project performance. It is a primary duty for Project Managers to be innovative in their approach to be able to identify, build, maintain, motivate, lead and inspire project teams to achieve high team performance and productivity in order to meet the project's objectives.

According to Project Management Institution (PMI) Team building goes through five stages and these are Forming, Storming, Norming, Performing, and Adjourning.

2.5.1 Roles and Responsibilities of Project Team

The Project Team has responsibility of assisting the Project Manager in a team work to achieve their expected output or deliverable successfully. They also have added responsibilities which

According to Project Management Institution (PMI) listed below;

- They help to plan what needs to be done with their Project Manager.
- They create work breakdown structure (WBS) and estimates for their tasks
- Completion of work packages and make some project decision
- Identify constraints and assumptions
- Identify and manage their engagement with stakeholders

- Attend project meetings
- Review project performance reports, determine and measure corrective action

2.5.2 Team characteristics

The Project Team plays a major role in the accomplishment of the project deliverable. Every project team differs from another and it is the responsibility of the Project Manager to be able to identify the type of team he/she has to enable the type of approach to use in the leadership, directing and management of them to achieve the required project mile stone or deliverable.

2.5.2.1 Characteristics of an effective Team is elaborated below;

Project Team Members are also very vital in administering of a successful project completion, when they are well motivated they can demonstrate some characteristics which are listed below according to Kerzner, H. (n.d.).

- They show high performance and task efficiency
- There is Innovative/creative behavior
- They are committed to the project
- They show team work and effectively communicate to each other
- There is high trust level
- They become Results orientation
- There is high morale, high energy levels and enthusiasm on the part of the team members.

Kerzner, H. (n.d.).

2.6 MOTIVATION

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man into action (Kyei-addae *et al.*, 2012). Whatever may be the behaviour of man,

there is some inducement behind it. Inducement is dependent upon the motive of the person's concern. Motive can be known by studying a person's needs and desires.

Nnabuike (2009), define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end.

Motivation is a driving force which results in why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the Manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization (Maduka and Okafor, 2014).

Motivation is a combination of goals towards which human behaviour is directed. The process through which those goals are pursued and achieved, and the social factors involved (Huczynski and Buchanan, 2007).

Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive (Luthans, 1992).

Motivation is the driving force that makes people willingly want to put in their best in what they do(Safiullah, 2015). Nevertheless, it is the Project Managers' role to start the motivation process and open the door for the team members to add their inputs on what does really motivates them and it should be as a strategy to achieve business goals through their main assets which are people(Yemiru, 2016). The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation (Mullins, 1999). Mullins also distinguishes between extrinsic motivation related to

tangible rewards such as money; and intrinsic motivation related to psychological rewards such as the sense of challenge and achievement.

Motivation is reflected in the choices workers make about whether to expend effort, the level of effort they expend, and how much they persist in that level of effort (Campbell, 1990). These choices can be enduring, such as individuals who generally work with great effort, or situation specific, such as workers who devote effort toward a specific task or in a particular context (Van Iddekinge et al., 2018).

2.6.1 Types of Motivation

The two main type of motivation are Extrinsic and Intrinsic Motivation.

2.6.1.1. Extrinsic Motivation

Extrinsic Motivation are the tangible rewards which the employees or team members get as a result of their employment with the organisation, these are elaborated below ; contract of service, security, promotion, conditions of service, salary and fringe benefits.

2.6.1.2 Intrinsic Motivation

These are not tangible but are psychological such as the opportunity to use one's ability, being treated in a caring and considerate manner, receiving appreciation, positive recognition, sense of challenge and achievement. Psychological rewards and incentives are determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006).

2.6.2 Theories of motivation

2.6.2.1 McGregor Theory X and Theory Y:

Employees are grouped into two main categories and based on this was the development of McGregor Theory X and Y. People are naturally lazy and need to be watched in order to do a good job (Theory X) and also Other People are willing to work without supervision and therefore can direct their own efforts (Theory Y). Most workers place security above all other factors associated with work and will display little ambition(Theory X) ,The ability to make good decisions is widely dispersed through the population and isn't necessarily the sole ability of managers(Theory Y).

Employees must be covered, controlled or threatened with punishment to achieve desire goal, (Theory X) Employees will exercise self-direction and self-control if they are committed to the objectives (Theory Y). Every employee is a carrier of both assumptions of Theory X and Theory Y that managers should not rely on a particular assumption rather he/she should note that change in situation brings about its own corresponding change in behaviour of the employees.

2.6.2.2 Abraham Harold Maslow's Theory of Need

Abraham Maslow's hierarchy of needs theory is one of the early theories of motivation published in 1954 is based upon a consideration of human needs. Although contemporary theories have emerged, yet this theory formed the foundation for all motivation theories. He categorizes these human needs into five as depicted in the figure 1 below (Ndubuisi and Ugwuoke, 2016)

2.6.2.2.1 Maslow's need hierarchy figure1.0

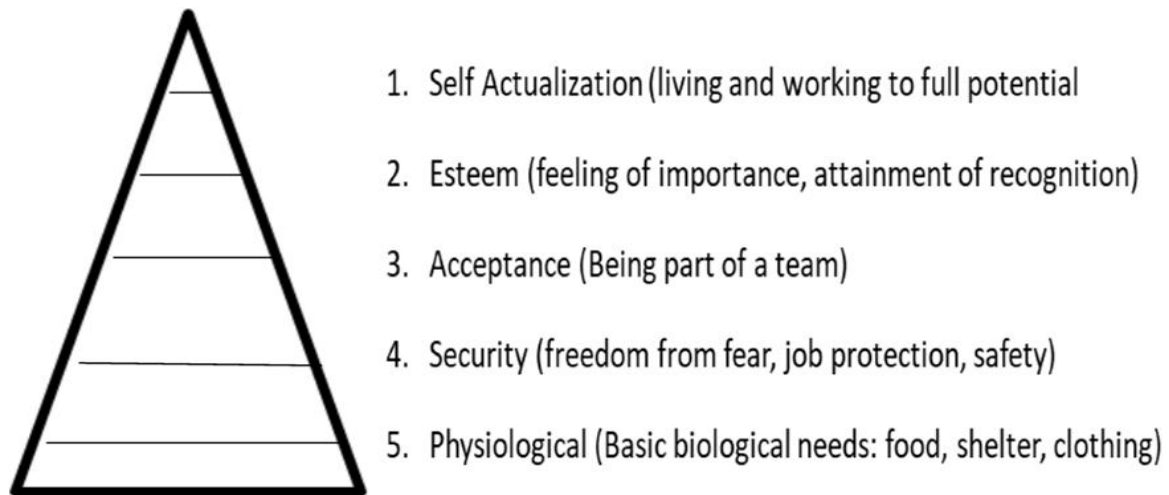


Figure 1.0maslow need hierarchy

Source (Ndubuisi and Ugwueke ,2016)

Physiological needs are the basic necessities of life that every human being need to survive and it is at the bottom of the needs hierarchy. These needs include food, air, water and shelter. Employee needs to motivated well in form of salary and wages to be able to afford the basic needs of life, because a motivated team members have a positive impact in the completion of a project and its will go a long way in achieving the organisational goal.

Safety needs, are the next on the ladder, when the employee or team members have their basic needs of life then there is a need for them to secure where their daily life comes from. They will need a secure working environment which is free from any threats or harm. Project Managers at this stage has a duty of care in to give the assurance to their team members with Job Security, health insurance plans, fire protection, workman Compensation etc. to enable His/ Her Team Members to feel security in administering their duties.

Social needs represent the third on the ladder of needs. Every individual has a need for association and after their physiological and safety needs have been met, there is the need for their social aspect of life. These include the need to be loved and accepted by other people. Project Managers should not restrict its project team members but to allow them to socialized with or outside , by organizing social events such as Picnics, Excursion, outdoor actives etc.

Esteem needs represents the fourth on the ladder of needs. After the Basic, Safety and the Social needs of an employee or project team Members has been attained, there is the need for recognitions and rewards for their effort. Every individual has the need for recognition, awarding respected and approved by their Project Managers, Bosses, and Supervisors for their contribution towards the completion of a project. This is done through the introduction of bonuses, Awards Schemes and banquets to recognize distinguish achievements.

Self – actualization is the last level at the top of ladder of the needs hierarchy. *Self-actualization* according to Maslow, represents growth of an individual toward fulfillment of the highest needs; those for meaning in life, in particular, it's occur when you maximize your potential, doing the best that you are capable of doing. When an employee or Project Team member attain this level the Team members love their work and will want an environment where they can maximized their potential and doing what they can and capable of doing best in the project. A self-actualization employee or Project Team Member is valuable assets to the Project Manager and the organization human resource.

2.6.2.3 Frederick Herzberg's Hygiene and Motivational Factors Theory:

Herzberg's motivation hygiene theory is divided into two different categories of factors affecting the motivation to work. The first category is labeled as motivation factors, and second category

is labeled as hygiene factors. The basic assumption theorized by Herzberg is that the presence of hygiene factors prevent employees from feeling unhappy (dissatisfied) with their job (Kyei-addae *et al.*, 2012).

2.6.2.3.1 Hygiene Factors

The Hygiene Factors (dissatisfies) are elaborated below;

Good and improved working conditions: Working conditions require Project Managers to provide a work environment that is conducive for his /her Project team members to perform well.

Attractive and motivating salary; Project Manager should provide salaries and other financial benefits (bonus, overtime allowance and other allowance) to their project team members to encourage them to be committed to the work in the organisation.

Policies: Project and organisational policies needs to be well structures to include the well fair of the Team members so that it's can help in influencing the performance.

Relationships at work; teamwork is very important for project completion and it's should be encourage. Work dynamics among team members encourage them to place their efforts together.

Security: Job security is very ken in any project, if a team member feel secured in his/ her work, its encourage them to work free from fear and favor (Opu, 2008).

2.6.2.3.2 Motivating Agents

Motivating Agents (Satisfied) according to Frederick Herzberg are elaborated below; what motivates Employee is the work itself such as;

Responsibility: Project Members want to have a sense of feeling responsible for work and the Joy of doing challenging jobs rather than those once which has little or no challenge.

Self-actualization: Project team members want maximize their potential by doing the best that you are capable of doing. This makes them feel a new energy to work and meet their target.

Professional Growth: Project team members need advancement on their work they do and will want to see prospects of advancement in their jobs.

Recognition: Project team members have the need for recognition, Team and Personnel award, Respect and approved by their Project Managers. these will help them to know that every effort will be recognized and rewarded, to influence them to work hard (Opu, 2008).

2.6.2.4 McClelland's Theory of Needs (Acquired Needs Theory)

David McClelland's has introduced a theory which the Project Manager can use to influence his/her project team to improve their performance and productivity. The Theory is called David McClelland's Theory of needs (Acquired needs Theory).

Its state that some needs are acquired as a result of life experiences and identifies need for achievement, need for affiliation and need for power to control others(Maduka and Okafor, 2014).

Employee or Team members work well when they are motivated, he group the factors in these three needs as stated below

Achievement: Project Team Members has the desire to accomplish something significant in the project to be accorded the recognition and awards

Power: Project Team Members has the desire to influence the behavior of others by a form of power and authority. Their need to have these to supervise and order the other team members to accomplished work easily and successfully.

Affiliation: Project Team Members has the desire to belong to a group, or fit in with other team members. This Affiliation helps them to relate to each other well and encourage team work in their project completion.

2.7 DEFINING PERFORMANCE

Performance is the execution and completion of a task or deliverable with the application of knowledge, experience, skills and abilities. Performance is also defined as actually doing a task based on the standards to get the expected output or outcome of the project scope.

2.7.1 Performance Measures

Performance Measures are standards set in place to monitor or compare the actual output with the expected output. Performance measures are designed to measure systems of care and are derived from clinical or practice guidelines. The data that is defined into specific measurable elements provides an organization with a meter to measure the quality of its care.(HRSA, 2011)

2.7.2 Performance Measurement

Performance measurement is a process by which an organization monitors important aspects of its programs, systems, and processes. In this context, performance measurement includes the operational processes used to collect data necessary for the performance measures(HRSA, 2011).

Performance is measured and compared to organizational goals and objectives. Results of performance measurement provide information on how an organization's current programs are working and how its resources can be allocated to optimize the programs' efficiencies and effectiveness(HRSA, 2011).

2.7.3 Performance Management

Performance management is the process in which the project manager organize and co-ordinate the performance of the team and the means to improve them. Performance management according to (HRSA, 2011), is a forward-looking process used to set goals and regularly check progress toward achieving those goals. In practice, an organization sets goals, looks at the actual data for its performance measures, and acts on results to improve the performance toward its goals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter seeks to highlight the research design and methodology used in obtaining information from the field which is relevant to the study. Taking into consideration the objectives of the research this chapter describes and interprets the research design, population and sample characteristics, sampling technique, data collection instruments and the procedure used to obtain data for analysis.

3.2 STUDY DESIGN

A research design covers the method and procedures employed to conduct the research.

There are two main approaches to research which are qualitative and quantitative approach.

Quantitative research approach uses deductive research while qualitative research uses inductive research. Qualitative design refers to an empirical inquiry that investigates a contemporary phenomenon within its real-life context, when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence is used (Yin, 1984).

Quantitative research as a type of research that explains phenomena by collecting numerical data that are analyzed using mathematically based methods (Creswell, 2017). In addition, Cohen (1980) defines quantitative research as social research that employs empirical methods and empirical statements. Since the purpose of this study is to explore the motivational measures available to project managers to improve team performance and productivity and the descriptive

nature of the study, the quantitative approach was determined to be most appropriate. This is because; it helps draw relationship between motivation, team performance and productivity. It helps to sought out objective answers from the respondent based on the research questions to report the exact information from the field. Quantitative research approach helps to transform what has been collected or observed into numerical data thus, frequencies, and percentages and means score ranking. The scope and the limited time available also influenced the choice of research approach. Quantitative research generally follows a positivism form of study where reality is considered to be observable and measurable. Therefore, using the quantitative method in examining the impact of motivational measures on team performance will allow me to collect observable and measurable data from multiple sources that could be meaningful to a broad range of managers within the field.

3.3 STUDY AREA

The study was conducted in Tarkwa, the capital of Tarkwa–Nsuaem Municipal Assembly of Ghana. Tarkwa and its surrounding villages are well known for gold and manganese mining where a particular vicinity has been named Tarkwa mine, which is a large open-cast gold mine located at the North-western part of the town, and with another vicinity in village called Nsuta manganese mine which is also located at the eastern part of Tarkwa Municipality (Garvin, et al., 2009). With a total land area of 978.26 sq. Km., the Tarkwa Nsuaem Municipality is one of the 17 administrative MMDAs (Metropolitan, Municipal, and District Assemblies) in the Western Region of Ghana. According to the 2010 population and housing census, the total population of

the Tarkwa- Nsuaem Municipality is 90,477 which comprise 48.43% female and 51.57% male. Out of the total population of the Municipality, about 56,013 form the economically active people with 29,215 and 26,798 constituting males and females respectively. Mining is the main industrial activity in the area.

Mining activities, particularly gold mining has been carried out in the area for centuries. The gold mining activities include both large and small-scale mining. Some of the large scale mining companies are Goldfields Ghana Limited and AngloGold Ashanti, Iduapriem. Small scale mining is very common in the Tarkwa-Nsuaem Municipality as people form groups in small numbers in different ways which may range from family members, friends, or ethnic based to extract minerals for income. Most of these small scale miners operate through tailings of old or closed down mines as a source of ore in the mining communities around Tarkwa, including Bogoso. The washing and panning for alluvial gold along the banks of streams and rivers has been in practice in Tarkwa and its nearby communities for many years. This has affected the environmental resources within the area. Most of the benefits made available to local communities either through compensation, resettlement fees, community development funds or projects under corporate social responsibility programs do not seem to be accessed by the majority.

3.3.1 Profile of the Study Company

Goldfields Ghana Limited (GFGL) is a subsidiary of Goldfields International with its head office in South Africa. The company took over the operations of the Tarkwa mine in 1993 which was then the State Gold Mining Corporation (SGMC). Gold Fields took over at a time when the company was not operating at break even and could not pay its employees.

The history of Goldfields Ghana Limited-Tarkwa Mine is characterized by some remarkable achievements following its acquisition of the right to operate the then underground mine at Tarkwa from the Government (State Gold Mining Company of Ghana) SGMG on 1st July 1993. At that time, the remaining life-span was estimated to be three years; however through its long expertise in the industry and commitment to the project, the company was able to run the underground mine for a total of six years.

Having reviewed the large, low grade deposit adjacent to the existing operations in 1996, GFGL was able to add about 20 years of life to a mine on the verge of complete closure by developing a heap leach surface mining operation. The open-pit heap leaches operations commenced in 1998.

The company expanded its operations in Ghana by acquiring a portion of the Teberebie Goldfields Limited in 2000 and completely taking over Abosso Goldfields, Damang mine in January 2002.

The total work force of Goldfields Ghana limited, Tarkwa mine as at 2011 was 2,567. This comprises of 2,071 junior staffs, 381 officials who hold supervisory positions and 115 senior officials and management staffs.

3.4 POPULATION AND SAMPLE

The study adopted Quantitative research approach. Purposive sampling technique was used based on the objectives to define the population of sixty (60) Project Managers working at Goldfields Ghana Limited Tarkwa Site, out of which fifty two (52) sampling size was selected and only Thirty (30) Project managers responded. The purposive sampling technique enables the researcher focus on particular characteristics of the population that are of interest, which best enables the researcher answer research questions (see Barbie, 2009).

Figure 2.0 Krejcie and Morgan (Sample Size Table)

Population Size	Sample Size	Population Size	Sample Size	Population Size	Sample Size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346

Source: Krejcie and Morgan

The Krejcie and Morgan (Sample Size Table) was used to select a sampling size of 52 from a population of 60 with the confidence level score of 95% and margin of error of 5%

3.5 DATA COLLECTION

This study used both primary and secondary data sources. These data sources ensured that the researcher drew policy-based conclusions on motivation and team performance to enhance reliability and validity of study findings. A closed ended questionnaire as a primary source was the main instruments in the collection of data

Secondary data was gathered from published articles, academic journals, books on management and finally information from employees' files at the Human Resource Department. The primary and secondary data were used in order to make informed contribution to the study.

3.6 DATA ANALYSIS

The Statistical Package for Social Scientist (SPSS) software just aided in the analyzing of data and information for clarity. The result was presented with descriptive, frequencies, percentages and mean score ranking to develop the final result for decision making.

3.7 ETHICAL ISSUES

An ethical consideration is a key factor of this research work. According to Rahmawati (2008) this cuts across the areas of access and acceptance, informed consent, privacy, confidentiality and finally misinterpretation and misrepresentation. As a result of that, the study must protect the anonymity of informants (Creswell, 2007). Participants were assured that the research is for academic work; therefore it would not have any negative effects on their social lives before and after wards. Participants were also assured that information would be treated confidentially and not be shared by anyone else. The identities of the informants are kept confidential. The informants were assured that responsibility for maintaining confidentiality throughout the research process and after is accepted. In addition, the informants were assured that at any point in time, when for some reason they feel the need to withdraw from the study, they could do so with no penalty.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 INTRODUCTION

This study was intended to investigate the motivational measures available for the project manager in the influencing of their team performance and productivity, their effect and factors that hinders their implementation. The data collected were analyzed and the findings are elaborated under this heading, according to the various research questions that were formulated to guide the study.

4.2 SOCIO-DEMOGRAPHIC INFORMATION

This section presents background information or demographic profile of the respondents

Table 4.1 Demographic background information

		<i>N</i>	%
1. Gender of respondent	Male	22	73.3
	Female	8	26.7
2. Age of respondent	Below 30 yrs	5	16.7
	30-40 yrs	20	66.7
	41-50 yrs	4	13.3
	Above 50 yrs	1	3.3
3. Qualification of respondent	Diploma	10	33.3
	Bachelor Degree	15	50.0
	Master Degree	5	16.7
4. Years of service	Below 1 years	4	13.3
	1-3 year	10	33.3
	3-5 years	16	53.3
5. Rank	Senior Level	10	33.3
	Middle Level	18	60.0
	Junior Level	2	6.7

Source: Field Survey (2018)

As shown in Table 4.1, male respondents dominated the survey with 73.30%, while female respondents represented 26.70%. This observation shows that mining is a risky activity and generally, a little percentage of females participates than male. Male are adventurous and are prepared to venture into this business than female creating a vacuum for the percentage of females as represented in table 4.1. Goldfields Ghana Limited (Tarkwa Site) has a higher ratio of male to female.

Respondents were either within the age group of under 30 years (16.70% of respondents), within the age group of 31 to 40 years (66.70% of respondents), within the age group of 41 to 50 years (13.30% of respondents), and within the age group of above 50 years (3.30% of respondents). The nature of work requires younger people than older people. Mining is a highly risky activity which needs more energized, health and safety conscious youth as compared to the older men.

The respondents show that the project managers are learned people between the qualification levels of Diploma, Bachelor Degree and Master's Degree, and their contributions are of a higher integrity level and practical. The qualification level of respondents was Diploma (33.30% of respondents); Bachelor's degree (50.0% of respondents); and master's degree (16.70% of respondents).

In addition to the above, the project manager has quite a number of experiences in their field and a greater percentage of the project managers are between 3-5 years experience years of service. This shows that their contributions are practical and tested to aid in the research information which adds up to literature to inform policy makers on the current trend.

The respondents have been working in Goldfields Ghana Limited (Tarkwa Site) on average below 1 year (13.30% of respondents); 1-3 years (33.30% of respondents); 3-5 years (53.30% of respondents).

Project Managers are key members of management and partake in the decision making, their responds have weight, and their management level gives the confident assurance of what they say. From the survey the respondents were ranked as Senior level (33.30% of respondents); as Middle level (60.0% of respondents); or Junior level (6.70% of respondents).

4.3 FINANCIAL MOTIVATIONAL MEASURES USED BY PROJECT MANAGERS TO MANAGEMENT TEAM PERFORMANCE AND PRODUCTIVITY

The section investigates whether there are motivational measures which are both financial and non-financial and Rank them into this category, thus: Very Important [5], Important [4], Moderately Important [3], Slightly Not Important [2], Not Important [1]. Various financial motivational measures were identified, and the project managers were asked to rank them based on the category above and the outcome were elaborated below;

Table 4.2 Descriptive Statistics of financial motivational measure used by project managers to manage team performance and productivity

	N	Min	Max	Mean	Std. Dev	Rank
Incentive Pay or Salary	30	1.00	5.00	4.5000	1.65571	1 st
Bonus and Allowance	30	1.00	5.00	4.4000	1.06997	2 nd
Free Health Care	30	1.00	5.00	4.2333	1.25075	3 rd
Payment of One (1) Child School Fees	30	1.00	5.00	4.2000	1.29721	4 th
Profit Sharing	30	1.00	5.00	4.1500	1.42272	5 th
Gain sharing	30	1.00	5.00	4.1000	1.32222	6 th
Retirement Benefit	30	1.00	5.00	4.0667	1.68018	7 th
Valid N (listwise)	30					

Source: Field Survey (2018)

Table 4.2 presents the mean score, standard deviation and ranking of motivational measures used by project managers to manage team performance and productivity. From Table 4.2, the mean score ranged between 4.0667 and 4.500. This showed that respondents considered the motivational measures in places to be important. Ranked in order of importance, Incentive pay or salary with mean of 4.50 and standard deviation of 1.65 ranked first (1st); Bonus and Allowance with mean of 4.40 and standard deviation of 1.03 ranked second (2nd); Free healthcare with mean of 4.23 and standard deviation of 1.25 ranked third (3rd); Payment of one child school fee ranked fourth (4th); Profit sharing with mean of 4.15 and standard deviation of 1.42 ranked fifth (5th); Gain sharing with mean of 4.10 and standard deviation of 1.32 ranked sixth (6th); and lastly retirement benefits with mean of 4.06 and standard deviation of 1.68 ranked seventh (7th).

4.4 NON- FINANCIAL MOTIVATIONAL MEASURES

The section investigates non-financial motivational measures and ranks them into this category thus: Very Important [5], Important [4], Moderately Important [3], Slightly Not Important [2], Not Important [1]. Various non-financial motivational measures were identified and the project managers were asked to rank them based on the category above and the outcome were elaborated below;

Table 4.3 Descriptive Statistics of non- financial motivational measures

	N	Min	Max	Mean	Std. Dev	Rank
Job Security	30	1.00	5.00	4.7500	1.36836	1 st
Recognition	30	1.00	5.00	4.7000	1.14921	2 nd
Opportunities for Advancement	30	1.00	5.00	4.4667	1.56983	3 rd
Promotion	30	1.00	5.00	4.4000	1.49943	4 th
Challenging work	30	1.00	5.00	4.3667	1.27261	5 th
Better Job Title	30	1.00	5.00	4.3333	0.92227	6 th
Good work Environment and Condition of service	30	1.00	5.00	4.3133	1.44636	7 th
Job Rotation	30	1.00	5.00	4.3000	1.02217	8 th
Competition	30	1.00	5.00	4.2000	1.42272	9 th
Valid N (listwise)	30					

Source: Field Survey (2018)

Table 4.3 presents the mean score, standard deviation and ranking of non-financial motivational measures used by project managers to management team performance and productivity. From Table 4.3, the mean score ranged between 4.2 and 4.75. This showed that respondents considered the non-financial motivational measures in places to be important. Ranked in order of importance, Job security with mean of 4.75 and standard deviation of 1.36 ranked first (1st); Recognition with mean of 4.70 and standard deviation of 1.14 ranked second (2nd); Opportunities for job advancement with mean of 4.46 and standard deviation of 1.56 ranked third (3rd); Promotion with mean of 4.40 and standard deviation of 1.49 ranked fourth (4th); Challenging work with mean of 4.36 and standard deviation of 1.27 ranked fifth (5th); Better job title with mean of 4.33 and standard deviation of 0.92 ranked sixth (6th); Good work Environment and Condition of service with mean of 4.31 and standard deviation of 1.46 ranked seventh (7th); job rotation with mean of 4.30 and standard deviation of 1.02 ranked eighth (8th); and lastly competition with mean of 4.20 and standard deviation of 1.42 ranked ninth (9th).

4.5 EFFECTS OF THESE MOTIVATIONAL MEASURES ON THE PERFORMANCE AND PRODUCTIVITY OF PROJECT TEAM MEMBERS

The section investigates the effects of these motivational measures on the performance and productivity of project team members and ranks them into this category thus: Strongly Disagree [1], Disagree [2], Neutral [3], Agree [4], Strongly Agree [5].

Table 4.4 Descriptive Statistics of effects of motivational measures on the performance and productivity of project team members

	N	Min	Max	Mean	Std. Dev	Rank
Loyalty to the project	30	1.00	5.00	4.9667	1.45785	1 st
Achievement of target without delays	30	1.00	5.00	4.1333	1.19578	2 nd
Maximization of Productivity	30	1.00	5.00	4.1000	1.18467	3 rd
Higher Team Performance	30	1.00	5.00	3.9667	1.12903	4 th
Job Satisfaction	30	1.00	5.00	3.9333	1.17248	5 th
Higher Desire for Achievement	30	1.00	5.00	3.9133	1.17248	6 th
Dedicated Team Work and Co-ordination	30	1.00	5.00	3.9000	1.06188	7 th
Minimization of Conflict and Team Members Agitation	30	1.00	5.00	3.8667	0.93710	8 th
Improved interpersonal communication	30	1.00	5.00	3.8333	1.05318	9 th
Retaining of Team Members	30	1.00	5.00	3.4667	1.13664	10 th
Team Member are tempted to work to achieve without going according to standards	30	1.00	5.00	2.5333	1.35782	11 th
Valid N (listwise)	30					

Source: Field Survey (2018)

Table 4.4 presents the mean score, standard deviation and ranking of effects of motivational measures on the performance and productivity of project team members. From Table 4.4, the mean score ranged between 2.53 and 4.96. This showed that respondents agree to the following effects of motivational measures on the performance and productivity of project team members.

Ranked in order of importance, Loyalty to the project with mean of 4.96 and standard deviation of 1.75 ranked first (1st); Achievement of target without delays with mean of 4.13 and standard deviation of 1.19 ranked second (2nd); Maximization of Productivity with mean of 4.10 and standard deviation of 1.18 ranked third (3rd); Higher Team Performance with mean of 3.96 and standard deviation of 1.12 ranked fourth (4th); Job Satisfaction with mean of 3.93 and standard deviation of 1.17 ranked fifth (5th); Higher Desire for Achievement with mean of 3.91 and standard deviation of 1.17 ranked sixth (6th); Dedicated Team Work and Co-ordination with mean of 3.90 and standard deviation of 1.06 ranked seventh (7th); Minimization of Conflict and Team Members Agitation with mean of 3.86 and standard deviation of 0.93 ranked eighth (8th); Improved interpersonal communication with mean of 3.83 and standard deviation of 1.05 ranked ninth (9th); Retaining of Team Members with mean of 3.46 and standard deviation of 1.13 ranked tenth (10th); Team Member are tempted to work to achieve without going according to standards with mean of 2.53 and standard deviation of 1.35 ranked eleventh (11th);

4.6 CHALLENGES OF USING THESE MOTIVATIONAL MEASURES BY PROJECT MANAGERS

The section investigates the challenges of using these motivational measures by project managers and ranks them into this category thus: Strongly Disagree [1], Disagree [2], Neutral [3], Agree [4], Strongly Agree [5].

Table 4.5 Descriptive Statistics of challenges of using these motivational measures by project managers

	N	Min	Max	Mean	Std. Dev	Rank
Making the team feel valuable	30	1.00	5.00	3.6667	1.12444	1st
Communicating with his/her Team Members	30	1.00	5.00	3.6000	1.22051	2nd
Creating environment for training and career development	30	1.00	5.00	3.5667	1.16511	3rd
Involving and encouraging staff in participating in decision making	30	1.00	5.00	3.5333	1.00801	4th
Managing conflict within the team	30	1.00	5.00	3.4333	1.16511	5th
Identifying the need of the team members	30	1.00	5.00	3.3000	1.23596	6th
Leading by example for his/ her team members	30	1.00	5.00	3.1667	1.31525	7th
Valid N (listwise)	30					

Source: Field Survey (2018)

Table 4.5 presents the mean score, standard deviation and ranking of challenges of using these motivational measures by project managers. From Table 4.5, the mean score ranged between 3.1667 and 3.667. This showed that respondents were neutral to the challenges of using these motivational measures by project managers. Ranked in order of importance, Making the team feel valuable with mean of 3.67 and standard deviation of 1.12 ranked first (1st); Communicating with his/her Team Members with mean of 3.60 and standard deviation of 1.22 ranked second (2nd); Creating environment for training and career development with mean of 3.56 and standard deviation of 1.16 ranked third (3rd); Involving and encouraging staff in participating in decision making with mean of 3.53 and standard deviation of 1.00 ranked fourth (4th); Managing conflict within the team with mean of 3.43 and standard deviation of 1.16 ranked fifth (5th); Identifying the need of the team members with mean of 3.30 and standard deviation of

1.23 ranked sixth (6th); and lastly Leading by example for his/ her team members with mean of 3.16 and standard deviation of 1.31 ranked seventh (7th).

4.7 MEASURES TO IMPROVE TEAM PERFORMANCE AND PRODUCTIVITY

The section investigates the measures that could improve team performance and productivity and ranks them into this category thus: Strongly Disagree [1], Disagree [2], Neutral [3], Agree [4], Strongly Agree [5].

Table 4.6 Descriptive Statistics of measures that could improve team performance and productivity

	N	Min	Max	Mean	Std. Dev	Rank
Leadership style	30	1.00	5.00	4.4333	1.04000	1st
Effective performance appraisal system	30	1.00	5.00	4.3000	1.08755	2nd
Performance appraisal activities are helpful to get motivated	30	1.00	5.00	4.2500	1.03057	3rd
Good relationship with co-workers	30	1.00	5.00	4.2000	1.12648	4th
Good safety measures adopted in the organization.	30	1.00	5.00	4.1333	1.35782	5th
Company recognize and acknowledge hard work	30	1.00	5.00	4.1233	1.00801	6th
Deep understanding of the client requirement	30	1.00	5.00	4.1100	1.12495	7th
Effective promotional opportunities in the organization	30	1.00	5.00	4.1000	1.06188	8th
Support from the co-worker is helpful to get motivated	30	1.00	5.00	3.9000	0.99481	9th
Job security exist in the company	30	1.00	5.00	3.8000	1.32353	10th
Reasonable periodical increase in salary	30	1.00	5.00	3.7000	1.20773	11th
Valid N (listwise)	30					

Source: Field Survey (2018)

Table 4.6 presents the mean score, standard deviation and ranking of measures that could improve team performance and productivity. From Table 4.6, the mean score ranged between 3.70 and 4.43. This showed that respondents agree to the following measures that could improve team performance and productivity. Ranked in order of importance, [Leadership style] with

mean of 4.43 and standard deviation of 1.04 ranked first (1st); [Effective performance appraisal system] with mean of 4.30 and standard deviation of 1.08 ranked second (2nd); [Performance appraisal activities are helpful to get motivated] with mean of 4.25 and standard deviation of 1.03 ranked third (3rd); [Good relationship with co-workers] with mean of 4.20 and standard deviation of 1.12 ranked fourth (4th); [Good safety measures adopted in the organization] with mean of 4.13 and standard deviation of 1.35 ranked fifth (5th); [Company recognize and acknowledge hard work] with mean of 4.12 and standard deviation of 1.00 ranked sixth (6th); [Deep understanding of the client requirement] with mean of 4.11 and standard deviation of 1.12 ranked seventh (7th); [Effective promotional opportunities in the organization] with mean of 4.10 and standard deviation of 1.06 ranked eighth (8th); [Support from the co-worker is helpful to get motivated] with mean of 3.90 and standard deviation of 0.99 ranked ninth (9th); [Job security exist in the company] with mean of 3.80 and standard deviation of 1.32 ranked tenth (10th); [Reasonable periodical increase in salary] with mean of 3.70 and standard deviation of 1.20 ranked eleventh (11th);

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATION

5.1 INTRODUCTION

In this chapter, seeks to present and interpret the result obtained from the data collected from the survey, the conclusion and recommendation.

5.2. SUMMARY OF FINDINGS

This explains the objectives for the studies and how they have been achieved and the analysis that were discussed.

5.2.1 To identify the motivational measures Project Managers used to manage team performance and productivity.

The study findings showed that respondents considered the motivational measures in places to be important. The financial motivational measures were ranked in order of importance, are Incentive pay, Bonus and Allowance, Free healthcare, Payment of one child school fee, Gain sharing and lastly Retirement benefits

The study findings also showed that, respondents considered the non-financial motivational measures in places to be important and ranked in order of importance are Job security, Recognition, Opportunities for advancement, Promotion, Challenging work, Better job title, Good work Environment and Condition of service, Job rotation and lastly Competition

5.2.2 To identify the effects of these motivational measures on the performance and productivities of project team members.

The study findings showed that respondents agree to the following effects of motivational measures on the performance and productivity of project team members. Ranked in order of importance are Loyalty to the project; Achievement of target without delays; Maximization of

Productivity; Higher Team Performance; Job Satisfaction; Higher Desire for Achievement; Dedicated Team Work and Co-ordination; Minimization of Conflict and Team Members Agitation; Improved interpersonal communication; Retaining of Team Members; Team Member are tempted to work to achieve without going according to standards.

5.2.3 To identify the challenges of using these motivational measures by Project Managers.

The study findings showed that respondents were neutral to the challenges of using these motivational measures by project managers. Ranked in order of importance are Making the team feel valuable; Communicating with his/her Team Members; Creating environment for training and career development; Involving and encouraging staff in participating in decision making; Managing conflict within the team; Identifying the need of the team members; and lastly Leading by example for his/ her team members.

5.3 LIMITATION

The research was limited to only Project Managers working at Goldfields Ghana Limited Tarkwa Site. There was a limited time frame for this project work. In addition there were challenges in the circulation of questionnaire to all the various respondents and also the researcher need to straggle before the questionnaires are received from the respondent due to this, only thirty (30) out of fifty two (52) questionnaires were retrieved from the respondent as a result of people attitude towards research work

5.4 CONCLUSION

From the above discussion that motivational measure (the financial and non- financial) such as incentive pay and salary, free health care, job security, better job offer etc, Serves as a catalyst in the influencing of team members in the improvement of their performance and productivities. It

must be observe very well because if not it will results in lower performance and productivity; and also de-motivate employees.

Finally, Project managers should seek for various ways of improving the performance and productivity of their team members by finding out the effect, causes or problems associated with motivation measures. Meanwhile, for the team members to be motivated, Project managers must posse good leadership qualities and personal value which helps them to be able to identify those things that motivate their team members and apply them properly

5.5 RECOMMENDATION

Motivation plays a major role to make the work of the project manager easy, in terms of influencing his/her team to achieve project deliverables and project completion. There have been several discussions relating to their impact and effect to the organisation and the employee of the company. Some of the measures that can help improve the performance and productivities of the team members have been elaborated below:

Every team members would like to be well paid and it should be a priority of Project Managers and management to periodically have a scheme to increase the salary of their team members and employee

Project Managers should improve on the Leadership and management style by engaging the team members in regular Team meetings. Leadership style adapted has a greater influence on the team performances and productivities

The Project managers should create the assurance to the team members of the existence of job security to make their team member work without fear of losing their jobs

Team work and co-ordination plays a role in the accomplishment of a particular task. The project managers should do all he/she can to minimize or eliminate conflict within and outside

the team, so that there will be good relationship with co-worker and institute in them the habit of team work because together they stand and divided they fall.

There should be properly schedule monitoring and evaluation strategy in place to check actual performance with standard performance of work of the team by the introduction of an effective performance appraisal system to appraise the team members

Every team member would want to work and grow in their duties and would want their leaders to create the environment for promotion and career development. The project managers should encourage and assist their team members to grow within the ranks.

The need for recognition and work achievement acknowledgment of team members should be implemented by the Project Manager to encourage the team members on any little achievement or task accomplishment to help the team to do more.

Finally the Project Managers should know that safety is a number one priority and it should be taken serious and create the atmosphere of good safety measure to protect the life and properties of the team members and the organization

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APPENDIX

QUESTIONNAIRE

RESEARCH FOCUS: MOTIVATIONAL MEASURES USED BY PROJECT MANAGERS IN GOLDFIELDS GHANA LIMITED TARKWA SITE TO IMPROVE TEAM PERFORMANCE AND PRODUCTIVITY

The purpose of this interview is to gather information on motivational measures within Goldfields Ghana Limited to improve team performance and productivity. The study would be conducted by the student from the Kwame Nkrumah University of Science and Technology (KNUST) as part of the requirement for the award of Master of Science in Project Management. Your contribution towards the completion of this project will be highly appreciated and the information provided will be used for academic purposes only and shall be treated with the utmost confidentiality it deserves. Thank you.

SECTION A: BACKGROUND INFORMATION

Please answer by ticking (✓) the appropriate box.

1. What is your Current Position?

- (a) Senior Level ☐ (b) Middle Level ☐
(c) Lower Level ☐

2. What Age Range do you fall in?

- (a) Below 30 Years ☐ (c) Between 41-50 Years ☐
(b) Between 31-40 Years ☐ (d) Above 50 years ☐

3. What is your Gender?

- (a) Male ☐
(b) Female ☐

4. How long have you worked with Goldfields Ghana Limited Tarkwa Site?

- (a) Below 1 Year ☐
(b) Between 1-3 Years ☐
(c) Between 3-5 Years ☐

5 What is your Educational Level?

- (a) Basic ☐
(b) W.A.S.S CE/ Equivalent ☐
(c) HND/ Diploma ☐
(d) Bsc / BA ☐
(e) MBA / MSc ☐

**SECTION B: THE MOTIVATIONAL MEASURES USED BY PROJECT MANAGERS
TO MANAGEMENT TEAM PERFORMANCE AND PRODUCTIVITY**

6. Rank the Following financial motivational measures which are used by the Project Manager to improve performance and Productivity?

Please answer by ticking (√) the corresponding boxes.

5. Very Important, 4-Important, 3-Moderately Important, 2-Slightly Not Important, 5-Not Important

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Financial Motivation	Level of enhancement				
	1	2	3	4	5
Bonus and Allowance					
Incentive Pay or Salary					
Gain sharing					
Profit Sharing					
Retirement Benefit					
Payment of One (1) Child School Fees					
Free Health Care					

7. Rank the Following Non-financial motivational measures which are used by the Project Manager to improve performance and Productivity?

Please answer by ticking (√) the corresponding boxes.

5. Very Important, 4-Important, 3-Moderately Important, 2-Slightly Not Important, 5-Not Important

Non-Financial Motivation	Level of enhancement				
	1	2	3	4	5
Job Security					
Challenging work					
Recognition					
Better Job Title					
Opportunities for Advancement					
Competition					
Job Rotation					
Promotion					
Good work Environment and Condition of service					

SECTION C: EFFECTS OF THESE MOTIVATIONAL MEASURES ON THE PERFORMANCE AND PRODUCTIVITY OF PROJECT TEAM MEMBERS.

8. What are the effects of the motivational measures on the performance and productivities of project team members?

Please answer by ticking (✓) the corresponding boxes.

1- Strongly Disagree, 2-Disagree, 3-Neither Disagree nor Agree, 4-Agree, 5-Strongly Agree

Factors	Level of enhancement				
	1	2	3	4	5
Job Satisfaction					
Higher Team Performance					
Dedicated Team Work and Co-ordination					
Higher Desire for Achievement					
Minimize Conflict and Team Members Agitation					
Retaining of Team Members					
There is loyalty to the project					
Target achieve without delays					
Improved interpersonal communication					
Maximize Productivity					
Team Member are tempted to work to achieve without going according to standards					

**SECTION D: THE CHALLENGES OF USING THESE MOTIVATIONAL MEASURES
BY PROJECT MANAGERS**

8. The factors that hinder the implementation of the various Motivational Measure(s) by Project Managers in Goldfields Tarkwa Site?

Please answer by ticking (√) the corresponding boxes.

1- Strongly Disagree, 2-Disagree, 3-Neither Disagree nor Agree, 4-Agree, 5-Strongly Agree

Factors	Level of enhancement				
	1	2	3	4	5
How to Identify the need of the team members					
How to involve and encourage staff in participating in decision making					
How to communicate with his/her Team Members					
How to manage conflict within the team					
How to make the team feel valuable					
How to create environment for training and career development					
How to lead by example for his/ her team members					

9. Based on your experience as a Project Manager, please rate the extent to which the following measures could improve team performance and productivity?

Please answer by ticking (✓) the corresponding boxes.

1- Strongly Disagree, 2-Disagree, 3-Neither Disagree nor Agree, 4-Agree, 5-Strongly Agree

Measures to enhance innovation adoption	Level of enhancement				
	1	2	3	4	5
Leadership style					
Deep understanding of the client requirement					
Reasonable periodical increase in salary					
Job security exist in the company					
Good relationship with co-workers					
Effective performance appraisal system					
Effective promotional opportunities in the organization					
Good safety measures adopted in the organization.					
Performance appraisal activities are helpful to get motivated					
Support from the co-worker is helpful to get motivated					
Company recognize and acknowledge your work					
<i>Others (please specify)</i>					

Any further comments can kindly be indicated below

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THANK YOU