THE IMPACT OF MOTIVATION, ON EMPLOYEE"S PERFORMANCE; THE CASE OF KOMFO ANOKYE TEACHING HOSPITAL (KATH)

SUBMITTED

BY

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DECLARATION

I hereby declare that this submission is my own work towards the Masters of Business Administration (Strategic Management option) Degree and that, to the best of my knowledge, it contains no material previously published to another person or material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

This work is dedicated to the Almighty God for the wisdom given to me to out this research work successfully. I also dedicate it to my family and lecturer, Mrs Mariama Zakari for the unrelenting support.

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ABSTRACT

The purpose of this study was to assess the impact of motivation on the performance of clinical staff at Komfo Anokye Teaching Hospital" (KATH). The study specifically aimed at (i) evaluating the motivational activities embarked by the management of Komfo Anokye Teaching Hospital (KATH) in ensuring the performance of their clinical staff (ii) examining the current performance level of clinical staff at Komfo Anokye Teaching Hospital (KATH) in the execution of their daily operational activities (iii) evaluating how motivational packages affect the performance of clinical staff of Komfo Anokye Teaching Hospital in their daily operational duties and (iv) analyzing the challenges faced by the management of Komfo Anokye Teaching Hospital (KATH) in the implementation of motivational packages. A quantitative survey with the use of questionnaire was carried with 200 clinical staff. Data were analyzed using statistics package for social sciences (SPSS) version 17.0. The study revealed that although there are some motivational packages for clinical staff at Komfo Anokye Teaching Hospital such as Salaries, Job Security, Promotion, Training and Development, Working Aids/Tools/Good Physical working Environment, Recognition, Allowances, and Retirement Package, the system is not well developed and implemented since it is centred only on the top management of the hospital and concealed from the general staff. Also, the employees of KATH were therefore not fully satisfied with the motivational system and as such it has not reflected on their performance since the study found their performance to be low with regard to the motivational packages. Some major challenges the management faced in facilitating an effective compensation and remuneration packages for their staff includes insufficient funds, difficulty in adequately involving the large number of staff in the compensational plan. It is recommended that management of health care institutions should embark on appropriate motivational measures to increase employees" performance.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section of the research presents the introduction and background of the study, statement of the study, research questions, research objectives, significance of the study, the scope, overview of methodology, limitations of the study as well as the organization of the study.

1.1 Background of the Study

Armstrong and Baron (2002) stated that the collective skills, abilities, and experience are now regarded as making an important contribution to organizational growth, improvement and employee performance, as constituting a major source of competitive advantage. One major valuable resource in any organisation is Human resource. In a similar way, Aydogdu and Asikgil (2011) assert that in view of rapidly changing business environment, it must not be forgotten that the growth and competing power of the organization through the performance of their employees depend on committed, highly motivated, satisfied and innovative human resources. Therefore, the retention of talented employees by employers is essential through diverse motivational approaches. (Schreuder and Theron, 2001)

The lifeblood of any company is it employees. How they feel about the work they are doing and the results received from that work directly impact a firms performance and, ultimately, its stability (Osei, 2011). For example, if firm employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of such firm as well as keep track of it performance to address any potential challenges

(Osei, 2011). An organization whose employees have low motivation is completely prone to both internal and external challenges. This is because its employees are not going the extra mile to maintain the organization‟s stability. Osei (2011) suggested that unstable organization ultimately underperforms. Franco (2002) in his worked also noted that, results of studies on health worker motivation in developing countries have not yet been formally compared to establish common themes.

Franco (2002) defines motivation as an individual's degree of willingness to exert and maintain effort towards firm goals. A literature review conducted collecting evidence of motivation of health workers from both developing and developed contexts concluded that theories developed in western countries need be thoroughly assessed before using in a developing context (Dolea, 2005).

The rewards that individuals expect to get in return for their contributions in the workplace can be categorized into non financial rewards, indirect financial rewards, and direct financial rewards.

Non financial rewards consist of the satisfaction that a person receives from the job itself or from the psychological and/or physical environment in which the person works (Mondy and Noe, 1996). These rewards include opportunities to perform meaningful work, social interactions with others in the workplace, job training, recognition, employer brand, and a host of other similar factors (Kohli and Deb, 2008; Mondy and Noe, 1996).

Indirect financial rewards are the second category of rewards where individuals expect to get in return for their contributions in the workplace. These are indirect monetary rewards and include those items of financial value the organization provides to employees that do not result directly in employees receiving spendable cash.

Examples include medical insurance, life insurance, and various benefits such as company car etc

Direct monetary rewards encompassing the payment of cash to employees for work accomplished or efforts expanded. Such rewards include salary, wage, incentives, and commissions (Kohli and Deb, 2008);

A calculation and analysis was done by the Ministry of Health (MOH) in 2006 that the number of nurses (including professional nurses, community health nurses, enrolled nurses, and midwives) at 16,316, a shortage of 30,999 nurses in accordance with the "workable" number of 47,315 (WHO, 2007). Among many factors contribute to the low 2006 population to nurse ratio reported by the Ghana Health Service (GHS) of 1,537:1, was strongly boiled down to inadequate motivation for health personals but few match the impact of nurse migration.

A study was conducted by Allen, Shore and Griffeth in 2003 and found that the lack of adequate motivation and promotional chance yielded in high performers‟ turnover. Organization`s ability going forward, having a strategic rigorous, cyclical, ongoing process around attraction and retention of talent management may be the most important differentiator between success and failure of a firm, now and into the future (Williamson, 2011).

In various organizations, turnover rates are rapidly increasing; if employees are unhappy with their firms they tend to leave the organization (Schuler & Jackson, 2006). DeYoung (2000) reveals in his studies that many organizations are facing such challenges in the development of an employee attraction and retention strategy.

Gberevbie (2008) has agreed that an organization‟s inability to formulate and implement motivational packages which serve as strategies, capable of attracting and

recruiting well able employees and retaining them to achieve organizational goals, is one of the main challenge facing organizations in the area of performance**.** Other researchers such as Kaliprasad (2006), has confirmed that despite the fact that a company may try to bring all these factors into play to enhance employee attraction and retention, an employee can still choose to leave the workplace for example, bad management in the implementation of motivational packages. He found out four interlinked processes that can be utilized for an effective human resource management system: the motivational process; the interaction process; the visioning process; and the learning process. The Komfo Anokye Teaching Hospital as a corporate entity cannot divulge itself from the concept of motivation in ensuring the performance of employees. As obviously, the compelling and competing demands devoid of adequate motivational packages facing the hospital are affecting the best delivery of healthcare to Ghanaians (Appiah, 2011). So the question is, how effective are these motivation packages to clinical staff performance of KATH?

According to Appiah (2011), even though management of (KATH) claim instituted a number of motivational packages for staff including annual rewards to attract, retain and boost staff performance, anecdotal evidence has revealed conflicting messages with regard to its effect. It is presumed that productivity drops due to the learning curve involved in understanding the nature of the job and the organization
(Sutherland, 2004). Base on the above theories there exist the need to carry-out the Evaluation and Assessing the Impact of Motivation, on the Performance of clinical staff at Komfo Anokye Teaching Hospital"

1.2 Problem Statement

According to Kumar (2007), the World Health Organization‟s 2006 World Health Report found that Africa is responsible for 24% of the global burden of disease but only 3% of the world‟s healthcare workforce to manage it. The loss of skilled labour from poorer to developed countries due to inadequate motivational packages to health personnel‟s has raised global concern and has been labelled "brain drain" (Nyonator, 2005). However, the human resources available to deal with these health issues are severely depleted, causing many cases to be dealt with at home (TGF, 2003). Similarly, service outputs in public and private health centres have declined due to lack of motivational packages and trained staff (Nyonator, 2005). The WHO lists malaria, tuberculosis, and HIV/AIDS as the major health issues in Ghana (Kumar,

2007). The burden of these diseases is incredible; over 350,000 people are living with HIV/AIDS in Ghana, there are over 79,000 people living with tuberculosis, and over 3.5 million new cases of malaria occur annually (GHS, 2003). With a population of slightly over 22 million, these health problems plague Ghanaians in alarming number. For proper treatment, these diseases require continual attention from health professionals who are well motivated (Kumar, 2007) For instance, the percentage of deliveries attended to by skilled health workers in 2011 in the Northern region of Ghana (one of the poorest and mainly rural regions) was 31.2% compared to 56.0% in the Greater Accra region (which is largely urbanized. Over the years, equitable access to good quality healthcare has been a real challenge for many developing countries including Ghana.). Likewise, the doctor-patient ratio in 2011 was 1:3,712 in the Greater Accra region compared to 1:21,751 in the Northern region (GHS, 2011) all these lapses are attributing factors of inadequate motivational packages for health personals.

African countries need at least 1 million additional workers in order to offer basic services consistent with the MDGs. Instead, these countries are affected by health worker loss crippling already fragile health care systems (Boufford, 2005). There is a growing need to strengthen health systems in developing countries to help meet the Millennium Development Goals (MDGs). It is widely accepted that a key constraint to achieving the MDGs is the absence of a properly trained and motivated workforce and improving the retention of health workers is critical for health system performance (WHO, 2006). The HIV/AIDS epidemic is compounding the problem by creating an awful environment for health workers through increased workloads, exposure to infection and reduced morale (Evans, 2004).

The Komfo Anokye teaching Hospital emergency cases recorded over the past 3 years have increased and it is expected that this will increase further in the upcoming years, therefore there is the need to apply the best motivational packages on their clinical staff in order to attract and retain the talented and skilful human capital in the hospital. Dess and Shaw (2001) argued that, lack of motivational packages affect the performance of employees, there by resulting to high turnover rate, which incurs significant costs, as replacement of these employees is expected to take up to 7 years of on-the-job training or 2.5 new employees to replace one skilled and experienced retiree. In other to overcome such challenges by the management of KATH, there was the need in carrying-out the *"Evaluation and Assessing the Impact of Motivation, on the Performance of clinical staff at Komfo Anokye Teaching Hospital". In respect, the following objective was set.*

1.3 Main Objective

The main objective involves Assessing the Impact of Motivation, on the Performance of clinical staff at Komfo Anokye Teaching Hospital" (KATH).

1.4 Specific Objectives

1. To evaluate the motivational activities embark by the management of Komfo Anokye Teaching Hospital (KATH) in ensuring the performance of their *clinical staff*.
2. To examine the current performance level of clinical staff at Komfo Anokye Teaching Hospital (KATH) in the execution of their daily operational activities.
3. To evaluate how motivational packages affect the performance of clinical staff of Komfo Anokye Teaching Hospital in their daily operational duties.
4. To analyze the challenges faced by the management of Komfo Anokye Teaching Hospital (KATH) in the implementation of motivational packages.

1.5 Research Questions

1. What are the motivational activities embark by the management of Komfo Anokye Teaching Hospital (KATH) in ensuring the performance of their *clinical staff*.
2. What is the performance level of clinical staff at Komfo Anokye Teaching Hospital (KATH) in the execution of their daily operational activities?
3. How does a motivational package affect the performance of clinical staff at Komfo Anokye Teaching Hospital in their daily operational activities?
4. What are the challenges faced by the management of Komfo Anokye Teaching Hospital (KATH) in the implementation of motivational packages.

1.6 Significance of Study

In recent times, several studies have explore the links between incentives, motivation and retention of health workers in developing countries (Wibulpolprasert, 2003). It is also very crucial to summarize what affects health workers to allow governments to tailor policies to alleviate the current human resource crises and a need has been identified for systemic reviews, that will assist policy makers to manage human resources for health institutions, (Chopra, 2008). Developing countries must implement strategies to protect their health systems, while recognizing health workers as the autonomous people with rights. This systematic review aims to examine the importance of different motivational factors and their effectiveness of interventions to improve motivation in developing countries to reduce medical migration, both within and across countries.

Employees are the firm‟s key resource and the success or failure of organizations center on the ability of the employers to attract, retain, and reward appropriately, the talented and competent employees. According to Armstrong (2003) employees‟ willingness to stay on the job largely depends on compensational packages of the organization. In the health sector, particularly in developing countries, staff attraction and retention through motivational packages is regarded as an important human resource management issue. In such an environment, the attraction and retention of well trained and skilled staff is critical in order to achieve sustained high levels of service delivery. Paying health workers with adequate salaries and allowances on regular basis has been identified as a key driver of motivation, retention and attraction of Talented and Skillful Human Capital (WHO, 2006). Given the importance of human resources as a source of strategic and competitive advantage and the fact that staff turnover is inevitable, the attraction and retention of skilled staff is vital in any organizational set up. Any critical

shortages of clinical staff prevents the delivery of quality healthcare services. For instance, according to WHO (2006) it has been noted that a key obstacle to achieving the Millennium Development Goals is attributed to the absence of a mix of trained and motivated health professionals, which affects the performance of the health system. Organizations need to take deliberate efforts to assess the levels of employee satisfaction as part of an attraction and retention strategy.

In healthcare institutions, job satisfaction is regarded as an important variable because dissatisfaction can lead to health workers quitting an institution to others that are highly rewarding (Adzei and Atinga, 2012). Adzei and Atinga (2012) contend that financial incentives alone are necessary but may not be sufficient to stimulate health worker attraction and retention such that a variety of non financial packages are crucial within the broader path ways of retaining health workers. As Replacing a lost valuable employee can be more expensive than employing a new one. In the bid of that much concern has been driven to the need of redeveloping strategies to address the motivational challenges in ensuring the performance of talented and skillful human capital at Komfo Anokye Teaching Hospital(KATH).The study is expected to enable the researcher gain deeper insight into the motivational practices and its effect to (KATH), so as to contribute effectively in participatory decision making with respect to staff motivation, attraction and retention of talent and performance. This research sought to provide the needed information that would guide the Management of KATH to better align their strategies on a systems for optimum staff motivation to ensure performance.

Therefore, it is imperative for managers to identify factors that employees‟ value and which consequently influence their intention to continue working for the organization.

1.7 Overview of the Methodology

Data was collected from both primary and secondary sources. The method of Cluster Sampling was used in the primary data collection, through a semi-structured questionnaire. Secondary data was through document, literature review of similar thesis works, journals, firms‟ reports and company magazines. But the collections of primary data was done in a cross-sectional approach of 200 self-administrative questionnaires, were conveniently selected through Simple Random sampling Techniques whereby the respondents were asked questions that will help to determine the effectiveness of the motivational strategies through a pretested questionnaire.

This paper is based on a highly broader study that was done in the health sector to determine factors likely to lead to employee job satisfaction and performance. Specifically, data was collected using a structured questionnaire that focused on the perceptions of staff in respect to their jobs and benefits, communication, recognition, learning and development, work-life balance, aspects related to line management, fairness and equality, aspects related to top management, and quality of work life at the hospital. In total, the respondents were presented with categories of items regarding various aspects of their jobs satisfaction, attraction, retention and performance per their work environment.

They were requested to rank each item on a 5 point Likert scale of 1 (strongly disagree) to 5 (strongly agree). Altogether, 200 questionnaires was administered to Clinical directorates, Management and departmental heads throughout the hospital.

The results were analyzed using SPSS (Statistical Package for the Social Sciences).

Simple random sampling was employed in selecting the sample size to ensure that all the employees had equal chance of being selected for the study to avoid sampling bias.

Statistical methods used for the research analysis were mainly descriptive statistics and Pearson Chi-Square analytical techniques.

1.8 Scope of the Study

The study was conducted within the framework of evaluating and assessing the Impact of Motivation on the Performance of clinical staff at Komfo Anokye Teaching Hospital. The study was carried out at the various Clinical Directorates of KATH. It is a case study approach of the Clinical directorates and did not cover the Non-clinical directorates or other Non-clinical units to reflect the entire industry approach to motivation on corporate staff performance. The study focused only on the clinical staff of KATH comprising Doctors, Nurses, Pharmacists and Biomedical scientists. Hence, the result will not be generalized but its findings would be placed in the relevant context of the individual institutions studied.

1.9 Limitation of the Study

The project has a deadline within which it has to be submitted. It is therefore not possible to extend the study to cover other health sectors within the country. The fulfilment of this project will faced many constraints. First, the project would be constrained by time. Second, the limitation in finance has necessitated the research to be confined to the Kumasi Metropolitan area. These notwithstanding, the challenges would not in any significant way invalidate the fundamental purpose and design of the project. Furthermore, the sample size for the project is not large enough to enable us generalizes the finding to the whole country.

1.10 Organisation of the Study

The study comprises five chapters. First, Chapter One introduces the study with the background, the problem statement, the objectives, research questions, significance of

the study, overview of the methodology, scope of the study, limitations and the organization of the study. Secondly Chapter Two deals with the review of related literature. Thirdly, Chapter Three describes the methodology of the study which includes research design, population of the study, sample size and sample techniques, data collection methods and research instruments used. The Fourth Chapter dealt with analyzing and presenting of data. Chapter Five which is the final chapter contains the summary of findings, conclusion and recommendations

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section of the thesis discusses the literature analysis in relation to the theme under review. It summarizes information associated with the focus area of the study by renowned scholars who have explored in similar arena of study. This subdivision discusses the different levels of monetary and non-monetary incentives; the perception of motivation; review of related theories; and challenges in motivation.

Lastly, it discusses how motivation also affects employees‟ performance.

2.1 What is Motivation?

Matsie (2008) defines motivation as a host of psychological processes that culminate in an individual's desire and intentions to behave in a particular way. According to Kreitner and Kinicki (2004), the term motivation is derived from the Latin word "movere" (to move) which means to move or change a thing (Adeoye, 2001). Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal-directed. Ahlstrom & Bruton (2010) are of the view that motivation is „„the driving force behind an individual‟s actions that energizes and directs goal-oriented behaviour‟‟‟.

2.2 Employee Motivation

Shadare et al (2009) examined that employee motivation is one of the policies of managers to increase effectual job management among employees in firms. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. Rutherford (1990) reported that motivation formulates an organization more successful, because it provokes employees

to constantly look for improved practices to do a work better. Getting employees to do their best work even in strenuous times, is one of the employees most stable and greasy challenge and this can be made possible through motivation.

Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influences the performance of employees.

2.3 Categories of Motivational Packages

Motivation can be explained as the strength and direction of effort (McCullagh, 2005). The strength refers to the quantity of effort, while direction refers to what you are drawn too. McCullagh and Wilson (2005) conducted a survey that improved motivation, promotes learning, persistence, enjoyment, and performance, in sport, in the midst of other benefits. Consequently, methods to improve motivation have been thoroughly investigated. There are two forms of motivation: intrinsic and extrinsic motivation:

2.3.1 Intrinsic Motivation

Intrinsic motivation can be elaborated as an individual‟s need to feel capability and pride in something (McCullagh, 2005). Therefore, Clinical Staff who are intrinsically motivated participate in Health work for no apparent reward other than the satisfaction and pleasure they get from the work itself. There are three (3) types of intrinsic motivations (Weinberg & Gould, 2003): Knowledge, Accomplishment and Stimulation. When intrinsically motivated a health worker is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards.

From birth onward, humans, in their healthiest states, are active, inquisitive, curious, and playful creatures, displaying a ubiquitous readiness to learn and explore, and they do not require extraneous incentives to do so. Therefore In humans, intrinsic motivation is not the only form of motivation, or even of volitional activity, but it is a pervasive and important one.

Although, in one sense, intrinsic motivation exists within individuals, in another sense intrinsic motivation exists in the relation between individuals and activities. Because intrinsic motivation exists in the nexus between a person and a task, as some authors have defined intrinsic motivation in terms of the task being interesting while others have defined it in terms of the satisfactions a person gains from intrinsically motivated task engagement. Moreover, People are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task.

2.3.2 Extrinsic Motivation:

These are motivation that is anchored on the achievement of a desired goal or some other kind of external remuneration such as money or awards (Walker, Greene & Mansell, 2006). Extrinsic motivation is a means to satisfy indirect needs or something given by someone else as recognition for good work done, for example, pay increases, praise and promotion. Lin (2007) was of the opinion that extrinsic motivation centers on the goal-driven reasons such as recompenses or remunerations gotten when executing a duty. He submitted that the combination of both intrinsic and extrinsic motivation affects individual intentions concerning an activity as well as their real attitude.

Extrinsic Motivation can be defined as performance of an activity in order to attain some separate outcome (Ryan & Deci, 2000). Therefore, Health workers who are

extrinsically motivated participate in clinical works for external causes such as rewards, positive feedback, recognition, etc.; rather than for the inherent satisfaction of performing the activity itself (intrinsic motivation). There are 4 types of extrinsic motivations (Weinberg & Gould, 2003): These are integrated regulation, identified regulation, introverted regulation, and external regulation.

This view was supported by the study done by Shim, Kim, & Ahn (2011) that extrinsic motivation deals with behaviors that are engaged in response to activities that is apart from its own sake, such as payments or recognition or the dictates of other people. This is relevant to this study in the sense that without team work, the expected performance may not be achieved.

2.4 Traditional and Modern Theories of Motivation

This section discusses the traditional and modern theories of motivation. And these motivations are carrot and stick theory and reward theory.

As indicated by Balch et al. (1978), carrot and stick approach of motivation is a traditional motivation theory that asserts, in motivating people to elicit desired behaviors, sometimes the rewards are given in the form of money, promotion, and any other financial or non-financial benefits and sometimes the punishments are exerted to push an individual towards the desired behavior. Any worker will work only if the reward is big enough, or the punishment sufficiently unpleasant. This view - the „carrot and stick" approach - was built into the philosophies of the age and is still to be found, especially in the older, more traditional sectors of industry (Fadia, 2009) With reward theory, Frederick Taylor believed that workers needed close supervision and were only motivated by money. However, Enterprise-Rent-A-Car has identified a

number of factors which are non-financial and which provide high levels of motivation for its employees (Fadia, 2009).

2.5 Maslow's Need Hierarchy Theory

The scientific motivation theory was addressed by Abraham Maslow for the first time. Maslow argued that people have some needs because they are social and psychological entities and that people have to satisfy these needs. They are analytically classified as, physiological, security, of belonging to a group, as the need for love and creativity. Maslow model is aimed to explain human motivation and employees' personal development needs. This theory is explained by Maslow pyramid.

The American motivation psychologist Abraham H. Maslow developed the hierarchy of needs consistent of five hierarchic classes. It shows the complexity of human requirements. Maslow basic requirements build the first step in his pyramid. They decide about to be or not to be. If there is any deficit on this level, the whole behaviour of a human will be oriented to satisfy this deficit. Subsequently we do have the second level, which awake a need for security. Basically it is oriented on a future need for security. After securing those two levels, the motives shift in the social sphere, which form the third stage. Psychological requirements consist in the fourth level, while the top of the hierarchy comprise the self- realization (House and Wigdor, 1967).

2.6 Maslow‟s Hierarchy of Human Needs

Figure Below**:** Opportunities for Satisfaction in Maslow‟s Hierarchy of Human Needs (Schermerhorn, 2001:

2.6.1 What Satisfies Higher Order Needs?

- Self-actualization needs
  - Creative and challenging work
  - Participation in decision making

- Esteem needs Responsibility of an important job
  - Promotion to higher status job
  - Praise and recognition

2.6.2 What Satisfies Lower Order Needs?

- Friendly coworkers
- Social needs Pleasant supervisor
  - Interaction with customers

- Safety needs
  - Rest and refreshment breaks
  - Physical comfort on the job
  - Reasonable working hours

- Physiological needs"
  - Safe working conditions

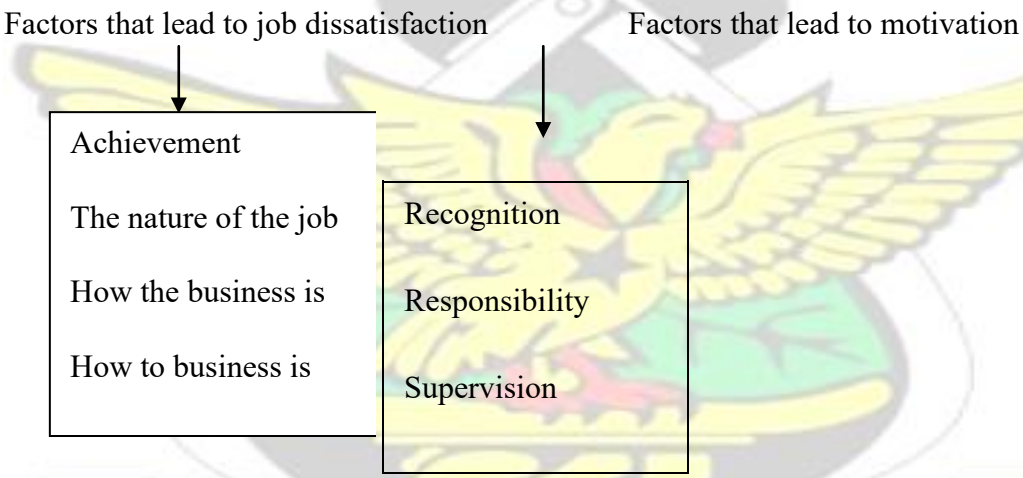
Maslow"s ideas are very helpful for understanding the needs of people at work and for determining what can be done to satisfy them. His theory advises managers to recognize that deprived needs may negatively influence attitudes and behaviours. By the same token, providing opportunities for need satisfaction may have positive motivational consequences. Figure above gives some examples of how managers can use Maslow"s ideas to better meet the need of their

subordinates. Notice that the higher order self-actualization needs are served entirely by intrinsic rewards. The esteem needs are served by both intrinsic and extrinsic rewards. Lower order needs are served solely by extrinsic rewards (Schermerhorn, 2001).Though there obviously are individual differences, many psychologists believe that there are certain patterns or configurations of human needs (Mondy, Holmes, and Flippo, 1940). A common approach to establishing this need pattern is that of developing a universal need hierarchy. Abraham Maslow has proposed one widely accepted pattern which is illustrated in Figure above. Maslow states that individuals are motivated to satisfy certain unsatisfied needs (Zeynep and Mert, 2014). According to Maslow‟s hierarchy of needs theory, an individual‟s needs are arranged in a hierarchy from the lower-level physiological needs to the higher-level needs for self-actualization. The physiological needs are the highest priority because until they are reasonably satisfied other higher level needs will not emerge to motivate behaviour (Schermerhorn, 2001: 285-286). Physiological needs, it is generally agreed that the basic needs such as food, clothing, and shelter are our first concern. The firm helps individuals satisfy their basic needs by providing good salaries, benefits and working conditions. Once these basic needs are satisfied to a reasonable degree, the individual then becomes aware of higher-level needs (Zeynep and Mert, 2014). Safety needs, once the physiological needs are reasonably well satisfied; the next higher level of needs becomes important as motivator. According to Maslow, these are the needs for safety or security. These needs cause the individual to become concerned about security, protection from danger, and freedom from fear. In an organization, these needs may be satisfied by job security, benefit programs including insurance and retirement plans, and safe and healthy working conditions (Schermerhorn, 2001). Social needs, these needs reflect an individual‟s desire for love, affiliation, and acceptance in relationship

with other people. In a work environment, social needs are concerned with relating to friendly associates, identification with a good company, and through participation in organized activities such as bowling or softball leagues, picnics, or parties.

2.7 Herzberg's Two-Factor Theory

Frederick Herzberg's two-factor theory, a.k.a. intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and Hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization. Herzberg‟s theory factors (Yudhvir and Sunita, 2012).



The theory is sometimes called the “Motivator-Hygiene Theory” and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:

i. Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check.

ii. High Motivation/Low Hygiene: Motivated employees who love the work but have lots of Complaints. iii. Low Motivation/Low Hygiene: Total mess of bored, unhappy employees,

(Deci et al., 1985).

iv. High Motivation/High Hygiene: Perfect state of happy, motivated employees.

2.8 Mcgregor‟s Theory „X‟ and Theory „Y‟

According to McGregor, the function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people (Yudhvir and Sunita, 2012). McGregor has developed a theory of motivation on the basis of hypotheses relating to human behaviour.

2.8.1 Theory X

i. Individuals who dislike work and avoid it where possible.

ii. Individuals who lack ambition dislike responsibility and prefer to be led. iii. Individuals who desire security.

2.8.2 Theory Y

i. Consider effort at work as just like rest or play.

ii. Ordinary people who do not dislike work. Depending on the working conditions, work could be considered a source of satisfaction or punishment.

iii. Individuals who seek responsibility (if they are motivated)

Hence, the management implications for Theory X workers are that, to achieve organizational objectives, rewards of varying kinds are likely to be the most popular motivator. The challenge for management with Theory Y workers is to create a working environment (or culture) where workers can show and develop their creativity (Baumeister & Vohs, 2004). Baumeister et al. (2004) "Handbook of selfregulation: Research, theory and applications", New York, London, p-107

2.9 Classification of Motivations

If the motivations are classified according to the "motives" or a tangible goal that people work for reaching them, this can be classified motivation into three groups: physical, social and mental.

2.9.1 Psychological Motivations

It is said that the effect of motivations on individual‟s behaviour has an inverse relation with satisfaction of those needs. When the employees of organizations are busy for preparing their

basic requirements, they have less opportunity for addressing the needs are far more important and therefore, they are less innovative and less able to complete their tasks (Behnaz, 2013). Psychological motivations refer to group of motivations which related to satisfy individual‟s biological requirements such as hunger, thirst and etc. in the occupational environments employees need to basic requirements like safety and proper food (Behnaz, 2013)

2.9.2 Social Motivation

Having good partners and desirable, friendly manager, polite and kind and eligible occupational positions are satisfying the social needs of people in the workplace (Behnaz, 2013). Social motivations refer to set of motivations that satisfy their need to cooperate or accept individual by other people. With this definition, acceptance of an employee by other colleagues and as a member of their society he/she satisfy his/her social motivations. There are two factors about the effect of social motivations on employees‟ behaviours, the level of satisfaction that employees feel in their workplace and level of their wishes for choosing their goals in life and doing daily activities can have many differences. Level of Individuals wishes change at the different times

according to their failure to achieve their goals and influenced by their attitude towards their situation in future and estimation about their position in the group which they belong to (Behnaz, 2013)

2.10 The Role of Work Motivation in Psychological Health

The most productive and effective employees are highly motivated and presumably in good health. Such employees work energetically, produce high-quality outcomes, and perform optimally. Unfortunately, health problems in the workplace are on the rise (Vézina, Bourbonnais, Marchand, & Arcand, 2008), resulting in higher costs, not only for organisations, but also for individuals. The psychological health and functioning of employees is a serious concern for organisations. To compete in today‟s world, more than ever before, organisations must not only hire the best available staff but also find ways to enable them to be productive and effective employees. How can organisations cope with these problems and create the supportive conditions that will foster employees‟ motivation? How can they promote, rather than impede, employees‟ psychological

2. 11 Employees Performance

According to Briscoe & Schuler (2004) performance can be viewed as a combination of several variables, such as motivation, ability, working conditions and expectations. It has been established that there are certain factors that affect employee‟s performance more than others thereby affecting their output or quality oat work.

Quality may simply be defined as fitness for purpose (Acute Care Hospitals, 1991), but The ultimate aim of performance management (or performance appraisal), in hospital, is to optimize the quality of work and efficiency in the health system, this mostly achievable through good working conditionings and effective motivational packages.

According to Dowling et al (1999) performance achievers are driven on the backbone of the nature of task; support from higher management; the working environment and the overall corporate culture. Chandra, A. & Frank, Z.D., (2004) wrote that "performance appraisal systems are designed to objectively evaluate an employee's performance and then outline measures to be taken for improvements, which are essential for an organization to move ahead (Choudhary and Puranik, 2014). But such is initiated by management having in mind motivational packages base on performance base.

2.12 Organizational Performance

Traditionally, Organizational performance (OP) has been looked into through the financial indicators alone and these are the subject of interest to the owners of the business and such include return on investment (ROI), earnings per share (EPS), earnings before tax (EBIT), sales or revenue, profit. Kohlbacher and Gruenwald, (2011) carried out an empirical study on firm performance in an Austrian Health industry by interviewing 152 organizations. They use two constructs namely, Extrinsic and Intrinsic variables. They found that improvement on firm performance can be achieved through both concepts.

The necessity of getting to know the wellbeing of an organization in terms of performance is evident today in the global markets. This is done to attract future investment, increase the share value and attract high calibre employees within the competitive environment (Kagioglou et al. 2001; Katou & Budhwar, 2006). Therefore Organizational performance is a paramount thing to the business owners either it is a manufacturing or service rendering organizations as in the case of this study dealing with the Health services.

2.13 Management and Performance

The rationale of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula, 2006).Competitive capacity of organization can be increased by building strong people and effectively managing and developing people (Cabrera & Banache, 1999) which is in essence performance management.

Armstrong and Baron (1998) defines Performance management as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors" It supports the rationale that people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 1998).

2.14 Performance Indicators

Ideally, according to the analytical framework applied here, the following levels can be distinguished, measurable by a number of indicators. As Monitoring and evaluating staff performance requires consensus on its components and indicators.

Table 2.1 Employees Performance

Factors	Examples of indicators
Outcome	
Performance	Composite of the four elements mentioned under effects. Improvement in these four elements indicate improved performance
Effects	
Availability	Waiting time, staff ratios, overtime, staff turnover, attendance of health Workers
Productivity	Occupancy rate, outpatient visits and interventions provided per worker or facility. Patient contacts

Competences	Prescribing practices Adherence to protocol during diagnosis and communication with patients
Responsiveness	Client satisfaction Readmission rates and cross-infections Case, fatality rates Proactive quality service.
Outputs	
Retention	Vacancies, posts filled, duration in job
Absence	Attendance of health workers, overtime
Being held accountable	Level of responsiveness Adherence to rules and standard operating procedures
Skills and knowledge	Level of skills and knowledge of practices
Motivation and job satisfaction	Level of job satisfaction Level of staff motivation
Working conditions	Availability of infrastructure, medications, supplies Communication procedures Decision-making processes

Indicators (Health Worker)

Source: (WHO, 2006; Buchan, 2005; Hornby & Forte, 2002)

In a deeper perspective view it will be realized that at all these levels, lessons can be learnt by health care policy-makers, planners and managers. Indicators and a framework for monitoring and evaluating HRD interventions are often not defined prior to interventions, and inadequate HR information systems make it extremely difficult to determine (retrospectively) the success of HR strategies. Monitoring and evaluation of HR need more attention (WHO, 2006).

Moreover improved performance is assessed by looking at the availability of staff, as well as their competences, productivity and responsiveness. Indicators should be of a quantitative and qualitative nature. Monitoring and evaluation should also not be limited to indicators at the level of effects and outputs of interventions. Therefore it is equally important to monitor and evaluate the process of implementation and the financial and technical inputs, as both determine the success of an intervention.

2.15 Explaining the Relationship between Job Performance and Job Satisfaction – A Chaos Theory Perspective

According to Chamberlain, 1995, chaos theory has three defining characteristics which are chaotic systems are deterministic, chaotic systems are sensitive to initial conditions and chaotic systems appear random and disorderly but they actually have a sense of order and pattern. Occupation is defined as a subset of work responsibilities and duties that can be performed in any one of a number of locations or organizational settings. Job is a circumscribed unit of work tasks established by an employer. An individual engages in a contract with an employer to perform tasks entailed in a job. Individuals may contract with multiple employers to perform the work of several jobs in parallel or overlapping time frames. Chaos theory is the "science of patterns, not predictability" (Chamberlain, 1995). At the technical level, chaos theory involves the application of non-linear dynamic mathematical systems theory and multidimensional fractal geometry to continuous and irregular data sets (Mandelbrot, 1977). Chaos theory is the study of complex, and nonlinear systems. It is used to study turbulent events and nonlinear equations (Lent, 1996).

Moreover the theory of Career development is the continued acquisition of knowledge, interests, cognitive and psychomotor skills, values, beliefs, and talents that undergird the on-going acquisition and maintenance of jobs along a career path (Garmon, 2004). The goal of a career is to maintain satisfying, productive, and continuous employment within a changing and uncertain work environment. Career development does not take place in isolation from other facets of life; therefore, an aim of a career is to contribute to a satisfying and meaningful life (Garmon, 2004).

Career path satisfaction is the individual‟s subjective measure of the success of his or her career path in meeting the goal of contributing to a satisfying and meaningful life.

Career path satisfaction differs from job satisfaction in that it is a holistic retrospective measure of the satisfaction of overall jobs over the life span. Career is the total accumulation of jobs that one performs throughout the span of a lifetime.

This has been described as "time expended working out a purposeful life pattern through work undertaken by the individual" (Reardon, 2000). Career path is the linear sequential linkage of jobs that one performs throughout the life span. A career path, considered a path-dependent phenomenon (Hayes, Blaine and Meyers, 1995; Peterson, Krumboltz and Garmon 2003), is characterized by three dimensions, the time to progress through a series of jobs, the direction taken at each step, and the magnitude of responses to differing levels and types of turbulence (internal and/or external).

2.16 Divers Motivational Packages and it Impact on Employee"s Performance

Financial incentives are placed as 8th and 12th in the sequence of elements affecting the motivation. In other words, non-financial incentives are given much importance than financial incentives (Coşkun & Dulkadiroğlu, 2009: 89). According to the results of Career and Qualification Principles Survey conducted by the United States of America, Career and Qualification Principles in 2005, it was determined that the most relevant element motivating both the employees and employers were job satisfaction and personal satisfaction for both groups. Ağırbaş et al. (2005) examined to what extent the head physicians assistants working at hospitals are satisfied by the motivational tools applied in the hospitals and if available motivational tools have an important effect on job satisfaction, and it was revealed that motivational packages that satisfy and create a good working environment for clinical staff was not only their basic monthly earning but other packages such as training and development, retirement packages, insurance and travelling packages create a sense of belonging and satisfaction at work.

2.17 Key Motivational Packages and It Impact on Employee Performance

According to Baron (1983), motivation is an accumulation of different processes which influence and direct our behaviour to achieve some specific goal. It is such a dynamic in today‟s environment that explicitly creates and encompasses a positive impact on job. Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation.

According to Broad et al. (2007), tangible incentives are effective in increasing performance for task not done before, to encourage "thinking smarter" and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for owns sake then they will feel intrinsic motivation in their behaviours as their activities will essentially be enjoyable and satisfactory (Vansteenkiste, 2005).

Kreitner and Kinicki (2004), assume that motivation contains "those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed." Motivation therefore depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees.

2.18 What Motivates or Energies Employees

Nelson and Economy (2005) argued that managers should not believe that the only thing that their employees want is money but suggest that managers can develop and maintain motivated, energized employees with little or no cost. This according to Nelson and Economy (2005), is a function of how employees are treated on a daily basis. Notably, human resources is the greatest asset that any organization can have to achieve the goals and objectives of the organization as well as enjoying competitive advantage in the

industry in which the organization is operating. To accomplish this, there is a need for motivation, hence, „managers must motivate employees and understand how to get the best from the employees every-day of the week. Motivation is the world‟s greatest management principle; it is in light of this that understanding what motivates the employees by, getting creative with rewards, and recognition as well as putting together a system of low-cost rewards is crucial (Nelson & Economy, 2005). Nelson & Economy, (2005) argue to the fact that manager can do the following to energize the employees.

2.18.1 Autonomy and Authority

In most cases, employees are of the view that they should be allowed to do their job in the best way they could, that is, making them to do their duties independently and allow them to have authority over the job by giving them a choice of assignment whenever it is possible. They should be given opportunities of having autonomy and authority to get their job done and the ability to spend or allocate resources, thus making decisions and manage others (João, Calheiros & Barata, 2012; Cooman, Stynen, Van den Broeck, Sels & De Witte, 2013).

2.18.2 Learning and Development

Employees cherish the opportunities in which they can acquire new knowledge and skills that broaden their horizon regarding the job and that enhances their worth and marketability in their current job as well as future positions. Thus, managers should support employees to learn new ideas, skills and acquire more knowledge relating to their job by discussing career options with them (Egan, Yang & Bartlett, 2004;

Tabassi & Abu Bakar, 2009; De Rljdt, Stes, van der Vleuten & Dochy, 2013; Hung, Lai & Chang, 2011).

2.18.3 Praise

This is a form of saying thank you to the employees by their manager not verbally alone but through writing e-mail, and short message services (sms). It is contended that taking time to say you recognise them, makes the employees to do more than they would normally do (Corpus & Lepper, 2007; Grant & Gino, 2010; Mumm & Mutlu, 2011).

2.18.4 Flexible Working Hours

Time is a precious thing to the employees and it is the new money for today‟s employees who expect work to be integrated into their life and not consume their entire lives. It is employee desire to have more time with their families; managers should be sensitive to the free time of their employees irrespective of how it is being spent, for example, with their families, church activities, leisure and so on. Thus, managers should be more flexible in using time (McNall, Masuda & Nicklin, 2010;
Van den Broeck, De Witte, Vansteenkiste, Germeys & Schaufeli, 2011).

2.18.5 Support and Involvement

Managers should support their employees by providing them with needed information regarding their job and allow them to be involved in decision-making processes, by seeking their opinion and ideas in respect of the job they do and equally support them when they make mistakes in the course of carrying out their daily or routine duties (Marinak & Gambrell, 2008; Prebensen, Woo, Chen & Uysal, 2012).

2.18.6 Manager Availability and Time

It is recommended that managers spend more time with their employees out of free will to interact and create a sense of interest and belonging at work.

2.19 The Nature of Motivation in the Public Health Service of Ghana

Public service motivation is popular among public management and public sector literature is increasing significantly (Perry and Hondeghem, 2008:22). Public sector management was defined in the early 1990s on the background of a strong research stream showing in particular that public employees behave differently from private ones (Massey et al. 1998; Lyons, Duxbury et al. 2006; Buelens and Van den Broeck 2007). Guest and Conway, (2005) established the fact that motivation of the public workforce has to reflect the nature of the work especially in the public Health sector by attracting employees who desire greater opportunities to fulfil higher-order needs and altruistic motives by performing clinical service. It is these individual characteristics that are often touted as the key to motivating behaviour because „understanding the values and reward preferences of public Health managers is essential in structuring organizational environments and incentive systems to satisfy those preferences" (Wittmer, 1991).

Suggestions on the basis of a CIPD survey on employee welfare and emotional convention that Health manager who fails to motivate and improve the performance of people whom they manage are the root causes of motivational problems in public health organizations in Ghana. The familiar notion that people leave managers, not organizations, suggests that the organizations concerned, failed in holding managers responsible to understand their role in motivating people and to manage performance effectively. The biggest challenge for HR in the health sector is to push line managers to manage and develop people. In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job, and increasing their job-related well-being in general. This goes to imply the fact that Motivation is an effective instrument in the hands of managers for inspiring the work force and creating

confidence in it. By motivating the work force, management creates „will to work" which is necessary for the achievement of organizational goals (Chhabra, 2010; Cole, 2004).

In fact, it is believed that the importance public health employees place on the opportunities thought to be more readily available in the public health sector, such as performing altruistic acts or receiving intrinsic rewards, compensates for the low levels of extrinsic rewards associated with the public health sector and explains why no differences have been found between public and private employee work motivation (Baldwin, 1984, 1987; Emmert and Taher, 1992). The subject of motivation and employee satisfaction has been a century-old puzzle. Since time immemorial people have seen the need to motivate workers so that they can accomplish tasks for their organizations. According to Murthy (1996) an organization may provide the best of tools, machines and materials but without motivation of its employees, the final product is likely to be of poorer quality. Therefore, due to its importance, many researchers and practitioners had taken interest in the topic and this had led to the development of various theories that explain motivation and employee satisfaction. However, despite these theories and the numerous studies that have been conducted, questions about motivation and employee satisfaction, and workers perceptions of what motivates them continue to be explored by researchers.

2.20 Conceptual Framework

Globally, it is becoming more essential to secure and manage competent human resource as the most valuable resource of any firm, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Olowu and Adamolekun (2005). Kaliprasad (2006) pointed out that an organization"s ability to attract and retain its employees of high and talented skills

completely depends upon its ability to strategically implement motivational packages. Therefore, for a firm to realize its goals, appropriate strategies of effective motivational packages for employee recruitment and retention of a high skilled and talented human capital are sine-qua-non for enhanced performance. The competition for scarce skills, of quality employees has emerged as the biggest challenge in Human Resource Management‟s of hospital due to the competitive bid of attractive motivational packages by most health facilities as the retention of highly skilled employees is now the major concern for many of most public health institutions. High turnover is a well pronounced trend in most government institutions especially in the health sector as a result to ineffective motivational packages to retain them. The challenge for many organizations today is therefore to come up with an efficient reward strategy for retaining these core employees for the success of the organization.

Frost (2001), states that many professional organizations are in a dilemma as a result of the competition that is present in retaining highly skilled workers, because they fail to match the salaries being offered by their competitors or to offer more than their competitors.

In order to solve this issue, most government Health Sectors within the capital Regions try to improve upon their Extrinsic and Intrinsic Reward in formulating their motivational packages. On the global perspective a major challenge in many public and private Health organizations has been attributed to ineffective motivational packages which drives the sustained and maintain employee‟s interest at work. In Africa including Ghana, the health sector is struggling to meet its standard of customer service due to number of labour turnover challenges within the sector, among such challenges revealed the disturbing report of the migrations of health personnel for better work benefits and reward packages in most western health facilities, this and among other

instances as a result of inadequate motivational packages for health workers, has led to shortage of human resources to most health facilities. A few analysis revealed that, of the 33,347 registered medical practitioners in South Africa in 2004, 5,277 (16%) were graduates from Zambia, Zimbabwe, Kenya, Ghana, Nigeria, the Indian sub - continent, and Eastern Europe, illustrating that South Africa is the foremost destination for migrating health workers within African due to the well structured reward and remuneration packages.

In solving such challenge, Dovlo, (2009) implemented the principle of Push and Pull factor of multinational strategies which is of a required approach in solving issues of migrating health workers within Africa as a result of inadequate motivational packages. Push factors include: lack of reward packages of opportunities for postgraduate training; inadequate funding of health service facilities; poor remuneration and conditions of service, including retirement provision; and civil unrest and personal security.

As recorded by Walt, (1998) the Push factor is seriously affecting the sustainability of health systems of many developing countries. As a key influencing decision to migrate, the Pull factors include: opportunities for further training and career advancement; the attraction of centres of medical and educational excellence; greater financial rewards and improved working conditions; and availability of posts. Similar statistics are reported for governments in other regions as well.

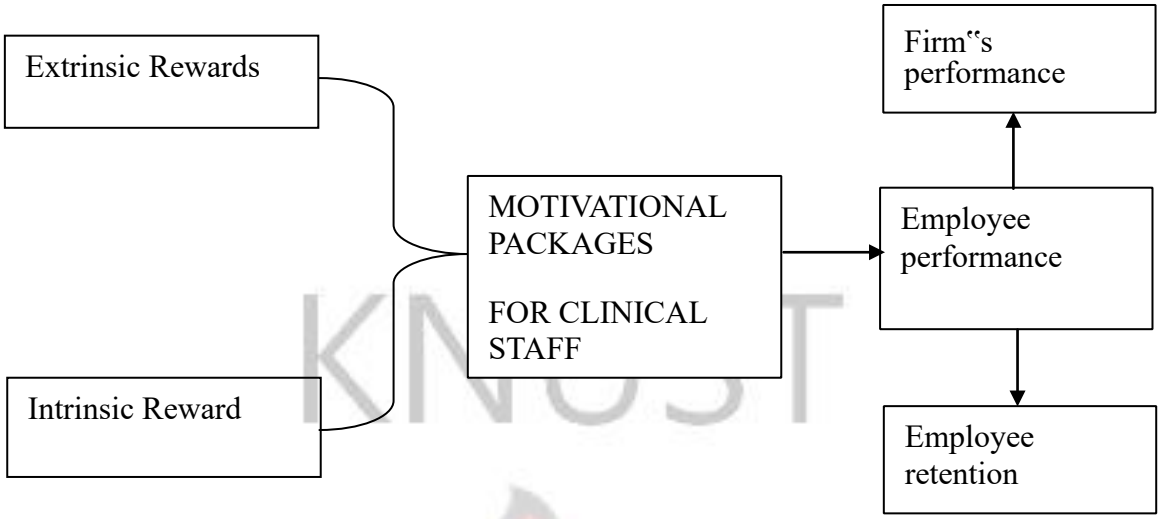


Figure 2.1 Conceptual Model

Source: Researcher‟s Conceptual Framework Base on Empirical Studies.

2.21 "Remuneration and Rewards" a Motivational Factor on Employee Performance

An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Good remuneration has been found over the years to be one of the motivational policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Currently, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably. The performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng 2006). Many writers have expressed Remuneration and Rewards as a motivational as goal which direct employee behaviour.

This objective nature of motivation is also suggested by Kreitner and Kinicki (2001) as put forward that motivation represents „those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed‟ among such factors is employee Remuneration and Rewards. According to Butkus and Green

(1999), motivation was derived from the word "motivate", which means to move, pushor persuade to act for satisfying a need. Baron (1983) defined motivation in his own right.

He says that "motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals". It means that, a motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. A motivated person has the awareness of specific goals, which must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel, 2001). In that analogy, it would be realized that if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings of motivational packages such as Remunerations and Reward packages, that are the root causes which create the stimulation and direction of destination.

2.22 "Training & development" a Motivational Factor on Employee Performance

Training & development create special abilities in health personals which ensure clinical experts of professional bodies to be enabled in implementation plans that provide appropriate strategies for the assessment of existing skills in the health workforce *(Mariko et al., 2008)*. Depending on the complexity of the skill, strategies may include self-assessment, peer assessment, external assessment, or credentialing by

a professional body. Like knowledge, appropriate level of skill is considered a necessary pre-condition for behaviour change *(Mariko et al., 2008)*. If a recommendation requires that clinicians learn new skills or improve existing skills, then skills assessment, training and accreditation may be required. This is likely to be required for specialty procedural skills, such as robot-assisted surgery *(Mariko et al., 2008).*

The Human Resources Management (HRM) is a vital management task in the field of healthcare and other services sectors, where the patient facing challenges because of the clinical staff‟s lapses in Performance due to inexperience in their field of practice with the field of quality of performance by clinical staff of a highly skilled competences (Howard et al., 2006) and that human resource management plays an active and vital role in the success of the reform of the health sector (Elarabi and Johari, 2014).

Basically a good number of literatures have showed the importance of human resources management on developing the quality of healthcare service (Yu, 2007; Michael, 2009). Patrick, (2011) found that the incentives in providing motivation to Health workers by equipping them to be highly skilled through effective Training and development follow the system of competencies in improving the performance of individuals working in the hospitals. McKinnies, (2011) drew to the fact of Training and development creating a significant difference between health organization with good performance and health organization underperforms or below average (Edgar and Geare, 2005).

Providing opportunities for learners to see a new skill performed (modelled), giving opportunities for practice, and providing constructive performance feedback builds both skills and confidence to perform a new behaviour (Mariko et al., 2008). The Human resource management is worried with the development of both individuals and

the organization in which they operate. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational development (Elarabi and Johari, 2014).

Lack of clinical training schemes as a motivation packages that cover the topic of HRM on the quality of healthcare could affect the development strategy in the healthcare sector of any country, and without proper studies in this field may contribute to weakening the overall performance of hospitals.

2.23 "Insurance and Retirement" a Motivational Factor on Employee Performance

For any organization to compete favourably in the competitive society, employees‟ attitudes and commitment towards work goes a long way in determining the employees‟ performance and organization productivity. As noted by Dixit and Bhati (2012) poor incentives packages have been a major factor affecting employees‟ commitment and productivity, among such includes effective Insurance and retirement packages. However, for any organization to achieve its objectives in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly (Mueller, 2011). Besides, employees must be motivated through adequate incentives plans and reward systems such as Insurance and retirement which will invariably encourage them to be proactive and have right attitude to work, thereby, promote organizational productivity (Armstrong, 2007).

On a wider perspective view, Monetary incentives which are factored into considerations motivational packages such as Insurance and retirement packages are

used by employers of labour to retain their best brains and as well compensate them for a job well done and excellence of job performance through such monetary form. Moreover, according to (Nelson, 2003, Kepner, 2001) incentive can come in many forms: basic salary, compensation, insurance, profit sharing, retirement plans, employee stock, overtime pay, attendance incentives, competition and contests, performance Bonuses, piecework , safety incentives , suggestion awards etc (Pattanayak, 2005; Cole, 2002; Kepner, 2001). Monetary incentive is used to describe incentive payment plans which ties incentives directly or indirectly to productivity standard (Ubeku, 1975; Alaba & Owodunni, 2007). According to (Dessler, 2011) Indirect Compensation is the indirect monetary and non-monetary remuneration employees get for continuing their job with the organization that is an essential element of every employee‟s compensation.

Other terminologies used for indirect compensation are fringe benefits, employee services, supplementary compensation and supplementary pay.

Due to the continuous increase in the costs of fringe benefits, some people used the term „hidden payroll for them. Presently these benefits represent approximately 40% of the total compensation costs for each employee of the organization. The basic objective of fringe benefits or indirect compensation such as Insurance and retirement is to attract, motivate and retain competent human resources in the organization. Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly to include, for example, flexible benefit plans (McNamara, 2015).

In another words, indirect compensation such as Insurance and retirement play a moderating role and increase the positive impact of labour input on an organization‟s output with the retention and recruitment of high quality employees. According to (Tsai, Yu, & Shih-Yi, 2005), Indirect motivations help organizations to attract and retain highly competitive employees which are seen as strategic resources in getting competitive advantage, One can expect that, through benefits offerings the overall attractiveness of organization can be increased and the loyalty and satisfaction of that employee will also be increased.

Prominent of such indirect examples of benefits are insurance (medical, life, dental, disability, unemployment and worker's compensation), vacation pay, holiday pay, and maternity leave, contribution to retirement (pension pay), profit sharing, stock options, and bonuses. (Some people would consider profit sharing, stock options and bonuses as forms of compensation.) (McNamara, 2015).

According to (De Nissi & Griffin, 2001) Performance is an economic measure of effectiveness which summarizes and indicates the amount of the outcome produced by an individual, organization, industry or economic system comparative to the amount of the inputs used to produce them and such can be achievable through effective motivational packages among such includes Insurance and retirement packages.

2.24 "Medical Equipment and Physical Structures" A Motivational Factor on Employee Performance

Health care is an extraordinarily people-centric industry. Aside from the obvious fact that the patient consumes services to his or her physical body, nearly all treatments and procedures are administered by people. The management of health care personnel takes place in a complex environment involving a variety of professionals, extensive use of

materials and equipment, and an array of services that extend beyond health care to include food, hospitality and instruction. This challenging environment places a great deal of stress on employee. In the health sector, resource availability and employee competence are essential and are enough to guarantee desired employee performance (Franco et al., 2002). To obtain performance on quality, cost and patient satisfaction dimensions, health organizations will also have to satisfy their physicians and employees (Griffith, 2000) with the required Medical resources and good working environment. Health care delivery is high labour-intensive (Franco et al., 2002) and health sector performance is critically dependent on employee motivation (Amaratunga and Baldry, 2002, Franco et al., 2002, & Martinez and Martineau, 1998).

Health technologies are essential for a functioning health system. Medical devices in particular are crucial in the prevention, diagnosis, and treatment of illness and disease, as well as patient rehabilitation. Recognizing this important role of health technologies, the World Health Assembly adopted resolution WHA60.29 in May 2007. The resolution covers issues arising from the inappropriate deployment and use of health technologies, and the need to establish priorities in the selection and management of health technologies, specifically medical devices. By adopting this resolution, delegations from Member States acknowledged the importance of health technologies for achieving health-related development goals; which urged expansion of expertise in the field of health technologies, in particular medical devices; and requested that the World Health Organization (WHO) take specific actions to support Member States.

2.25 Challenges in the Implementations of Motivational Packages

Erkens, Hung and Matos (2009) discovered that the recent global financial crisis deeply affected companies that offered higher levels of cash bonuses rather than equity-based compensation. They suffered great losses and had to bear more risk before the crisis as

a result of the large cash outflow. An effective motivational program can add value to the firm by improving the alignment of management incentives with stockholder interest. Since the objective of corporation shareholders is to maximize wealth; agency theory predicts that chief executive officers motivational policies will depend on changes in shareholder wealth (Jensen and Murphy, 1990).

The mixing of the different components of pay into a complex compensation package for executives allows the shortcoming of one component to be offset by the strength of another. As cash bonuses focus executives on the immediate success of the firm by paying them for reaching short-term goals.

Moreover Pay component entice executives to engage in activities that produce problems for the firm. Cash bonuses tied to accounting numbers may motivate executive to manipulate the timing of revenues and expenses to maximize their compensation. And it also directs executives focus towards short term performance which may be detrimental to the long term health of the firm (Sigler, 2011). Management incentive compensation plans are viewed as means of reducing potential conflicts of interest between management and shareholders. Sharfman (2009) highlighted the impact of remunerating executives with large bonuses during this crisis. Orlizky and Swanson (2010) pointed out that even though shareholders are suffering from losses, executives still receive large remuneration in terms of options.

This counters the shortcoming of restricted stock that base awards on the long run outcomes and does not pay rewards for short-term production. Rewarding top management with different forms of stock compensation may not tie the executive‟s efforts to company performance closely enough. With options so far out of the money, it may not give the manager the incentive to exert effort to move the stock price. In other instances executive may be enticed to manipulate accounting numbers when they

are about to exercise their options to give the appearance of superior firm performance to drive up the stock price. Restricted stock rewards executives for performance but it restricts the stock from being sold by the executive for a period.

To reduce the problem of the company stock price moving based on market forces and not that of the executive‟s efforts, companies should installed adjustable exercise prices for stock options that are linked to the price movement of a market index of stocks (Sigler, 2011).When corporate governance is weak, managers have a greater influence on the amount and composition of their own compensation. Health Chief executive Officers can be over paid because of their influence over the board of directors. The board should be monitoring top managers on shareholders behalf as it has significant influence over the committee that sets the compensation packages (Sigler, 2011). Moreover this may not encourage the manager to set a high priority on accomplishing company goals in the near term. Executives can be over paid and be protected from poor performance diminishing the relationship between executive pay and financial performance. Also Managerial power and influence play a major role in shaping executive pay, and in ways that end up imposing significant costs on investors and the economy (Bebchuk and Fried, 2005).

2.26 Empirical Studies

Physicians, Nurses and other staff of hospital, particularly as their roles are affected by the restructuring of health care. With a study by Adeoye and Elegunde , (2014) on Compensation Management and Motivation: Cooking utensils for Organizational Performance, it revealed that Compensation management and motivation has been observed by scholars and enunciated to be very fundamental to an organization and in enhancing its performance. They further stress to the fact that For an organization to stand a test of time and to enjoy competitive advantage in a competing environment,

effective compensation strategy and for motivational factors must be put in place to attract, retain and develop skilful employees that will be dedicated, committed and endeared to the achievement of the organizational set goals.

In addition they also acknowledge the fact that Compensation management and motivation as a veritable instrument in the hand of managers can be adopted to reduce absenteeism, labour turnover, industrial unrest and so on within the organization thus improvement on organizational performance and employees performance is guaranteed that lead to competitive advantage.

However, for any organisation to enjoy sustainability and remain on top, adequate remuneration and motivational process must be entrenched to the philosophy of the organisation that will be of great interest to both the employees and the organisation. This can be achieved through periodical review of the remuneration package by the organisation. The practices of human resource management are very important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully. The senior management in hospitals should have a clear strategic direction and clear objectives to improve the management of employees and staff in the hospital.

In a research by Elarabi and Johari (2014) on the Impact of Human Resources Management on Healthcare Quality it was established that with the practice of human resource management are very important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully. They further stress that senior management in hospitals should have a clear strategic direction and clear objectives in effective motivational packages to improve the management of employees and staff in the hospital. In addition, the fact, that the management of human

resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the study shows that human resources management through effective motivational packages has a strong impact on

healthcare quality.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter encompasses a description of the design of the study, the population of the study, sampling and sampling technique, data collection technique, research procedures, analysis of data and presentation of results. As the methodology part of any research study illustrates the steps that have been followed in conducting the study and the steps involved are described in detail.

3.1 Research Design

A research design can be defined as a plan for selecting sources and type of information used to answer the research questions (Cooper and Schinder, 1998). In respect to this study, data was collected from both primary and secondary sources. The primary data was collected through a survey by semi-structured questionnaires and secondary data through documents review mainly journals and Articles. Moreover the primary data was collected through a cross-sectional survey of 200 clinical staff and key management heads conveniently selected to determine the effectiveness of the motivational strategies through a pretested questionnaire. The strategy for the research is a case study approach.

3.2 Area of Study

This paper is based on a broader study that is done in the health sector to determine factors likely to lead to employee job satisfaction and performance. Specifically, data was collected using a structured questionnaire that focused on the perceptions of staff in the case of aspects of their jobs, such as, pay and benefits, communication, recognition, learning and development, work-life balance, fairness and equality, aspects

related to top management, and aspects related to the quality of work life at the hospital. This research paper aims at suggesting few interactions to provide better work condition at Public Health Sector Organizations of (KATH), which is the intended outcome of the in depth analysis of employee work benefit and motivation.

To be precise, the research seeks to fulfil the below listed objectives:

1. To evaluate the motivational activities embark by the management of Komfo Anokye Teaching Hospital (KATH) in ensuring the performance of their *clinical staff*.
2. To examine the current performance level of clinical staff at Komfo Anokye Teaching Hospital (KATH) in the execution of their daily operational activities.
3. To evaluate how motivational packages affect the performance of clinical staff of Komfo Anokye Teaching Hospital in their daily operational duties.
4. To analyze the challenges faced by the management of Komfo Anokye Teaching Hospital (KATH) in the implementation of motivational packages.

The study intends to presents the analysis on the impact of motivational packages on a working performance of Clinical Staff at (KATH) and line management, not withstanding a good work environment with the required clinical tools and equipment. Also the research will be done to understand the productivity level of the employees due to the motivational packages as per it state of work environment. Due to the wide spread in the establishment of public sector organizations, the study will be carried out with one public Health sector organization (KATH). Moreover the organization selected for the study employs all the types of employees in a typical Health government set up and, is known to practice all statutory and employee welfare measures within its environment.

3.3 Population of the Study

Population is referred to as an aggregate or totality of all the objects, subjects or members that conforms to a set of specifications. Polit & Hungler (1999).The population is set of all units that the research covers, or to which it can be generalized (Neuman, 2006).

The population of this research comprised of Clinical Staff and key Management Heads of Komfo Anokye Teaching Hospital (KATH) a total target of 200 questionnaires was administered to the said target Group

The study was conducted within the framework of assessing the impact of motivation, on the performance of clinical staff of Komfo Anokye Teaching Hospital". The study was carried out at the various Clinical Directorates of KATH in line with key line managers. It is a case study approach of the Clinical directorates and key management Heads, and did not cover the Non-clinical directorates or other Non-clinical units to reflect the entire industry approach to motivation on corporate staff performance. The study focused comprised Doctors, Nurses, Pharmacists and Biomedical scientists, specialist and selected head of department of the said focus group etc. Hence, the result was not generalized but its findings are applicable in the relevant context of the individual institution studied.

3.4 Sample Size and Sampling Techniques

According to Polit & Hungler (1999) the process of selecting a portion of the population to represent the entire population is known as sampling. In respect to this study the primary data was collected through a Cluster Sampling of Clinical Staff and key Management Heads, through a survey approach with a semi-structured questionnaire.

Secondary data was also captured through document, literature review of similar thesis works, journals, articles organizational reports and company magazines.

But the collections of primary data was done through a cross-sectional approach with a 200 self-administrative questionnaires, which was conveniently selected through Simple Random sampling Techniques, ideally respondent were asked questions that helped to determine the effectiveness of the motivational strategies through a pretested questionnaire.

The clinical staff of KATH comprises: Doctors, Nurses, Pharmacists, and Specialist and Biomedical scientists. Specifically, was collected using a structured questionnaire that focused on the perceptions of staff in the case of aspects of their jobs, pay and benefits, level of communication on compensational packages, aspects of recognition, learning and development, work-life balance, line management, aspects of fairness and equality, aspects related to top management, and aspects related to the quality of work life at the hospital Hence, the result is not generalized but its findings is applicable in the relevant context of the individual institution studied. The various departments that were administered with questionnaires are as follows:

Table 3. 1 Department Distribution of Respondents

Category	Number
Doctor	40
Nurse	70
Pharmacist	30
Biomedical Scientist	20
Specialist	30
Management	10
TOTAL	200

3.5 Primary and Secondary Data Collection.

Data collection is the systematic approach to gather and measuring information from a variety of sources to get a complete and accurate picture of an area of interest (Margaret Rouse).In respect to this study, data were collected from both primary and secondary sources to achieve its objectives. The survey method was used in this study. The essence of deploying the survey method in this research was to make sure that the findings and results would be generalized.

3.5.1 Primary Research Data

Primary data is a data collected directly from a first-hand experience for the purpose of research work (Barker, 2013).

In this study, the main research collection tool of primary data was done through administering a survey questionnaire to the employees of Komfo Anokye Teaching Hospital (KATH) and key management staff. All of the questions asked in the study were closed-ended and open-ended. Closed-ended questions were used because it allowed answers within a limited set and used essentially to gather factual data such as gender and age, as well as information on attitudes and opinions and the openended questions allowed for flexibility on the part of respondents. This actually enables the researcher to have a high degree of control over the questionnaire (Oppenheim, 1996).

3.5.2 Secondary Research Data

Secondary data is a data that was collected by someone else or for a purpose other the current one Barker, 2013). These data were generally used in the literature review chapters to develop the arguments that serve as the basis for the empirical study. The secondary data sources were OPD records book, In-patient records book, and staff data of KATH.

3.6 Data Collection Method

Research has been classified into qualitative and quantitative. Qualitative methods focus on the diction, words and observing the subjects in order to describe reality (Amaratunga et al, 2002). Quantitative methods on the other hand come from the academics and it emphasizes serious belief and trust in figures which are used to stand for opinions and concepts. This research used both quantitative and qualitative research methodology in order to effectively achieve its objectives. It has been said that the last two decades has seen intense debates about the comparative strengths and advantages of the two approaches. As stated by Amaratunga et al, (2002), even though the precise foundation of the two approaches differs among researchers and authors in terms of definition, there exist a major concurrence with regard to the basic debates and their ramifications for conducting research (Amaratunga et al, (2002).

3.7 Research Instrument (Questionnaire)

According to Parahoo (1997), a research instrument is a tool used to collect data. An instrument is a tool designed to measure knowledge attitude and skills. The research was carried out by the use of a questionnaire. The vital goals of a questionnaire are to collect accurate data with maximum reliability and validity, and to obtain information relevant to the objectives of survey. Moreover a questionnaire is a written list of questions, the answers to which are recorded by respondents (Kumar, 1996). In the questionnaire, respondents were required to read questions, interpret what is expected and write down or record with answers independently (Kumar, 1996).

In total, the respondents were presented with categories of items regarding various aspects of their jobs satisfaction and performance per their level of work environment, they were requested to rank each item on a 5 point Likert scale of 1 (strongly disagree)

to 5 (strongly agree). Altogether, 200 questionnaires were administered to Clinical directorate‟s employees throughout all stations as stipulated.

3.7.1 Administration of the Research Instrument

As stated earlier, the research was carried out by the use of a questionnaire and unstructured interview. Strategically there are three ways of collecting data- observation, direct communication (through interviews and questionnaires), and the thirdly through using secondary data (Pizam, 1987). In this regard the primary data was collected through a survey by a semi-structured questionnaire and secondary data through document review mainly organizational reports and company magazines. This was followed by a cross-sectional survey of 200 clinical staff conveniently selected to determine the effectiveness of the motivational strategies through a pretested questionnaire. Two of the three categories of collecting data (direct communication and use of secondary data) was used for this project. Responses were judged to be unacceptable when respondents' scoring did not differ. Where respondents failed to answer all the questions, (less than 10%), their responses were equally rejected and are not part of the data analysis. In total, the respondents were presented with categories of items regarding various aspects of their jobs satisfaction and performance per their level of work environment, they were requested to rank each item on a 5 point Likert scale of 1 (strongly disagree) to 5 (strongly agree).

3.8 Data Analysis

The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct possible errors and omissions that were likely to have occurred, to ensure consistency across

respondents. The research work is a descriptive research. The raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data was coded to enable the responses to be grouped into limited number of categories. The SPSS software was used for this analysis. Data were presented in tabular form, graphical and narrative forms. In analyzing the data, descriptive statistical tools such as bar graph, complemented with mean, median and standard deviations were used. Information such as specific comments and issues raised by respondents were also analyzed and summarized into table‟s .Correlation using Pearson correlation coefficient was used to find the relationship between motivation and the health workers performance across four dimensions of responsiveness, availability, productivity and competence.

3.9 Ethical Issues

More importantly, the purpose for which the research is conducted was explained to respondents before they were handed with the questionnaire to fill. A lot of ethical issues were taken into consideration before, during and after the study. All articles, journals, books among others that were used in this study were be properly referenced.

Before the administration of the questionnaires and or any interviews that was conducted, an official‟s letters was sent to the managers of the organisation for permission to be granted. Not only that but the sanctity and privacy of the respondents of the questionnaire were also considered. Respondents were asked if they have the luxury of time to fill the questionnaires.

The identity of the individual respondents to the questionnaire was other ethical issues were critically considered in this study.

3.10 Validity and Reliability of the Research

According to Yin, (2008) validity of a research can be achieved in two steps they are internal and external validity. Internal validity is accuracy or the quality of the research work, external validity is the degree at which results or findings can be generalized. Given the fact that questionnaires were administered personally, the data collection method accurately measured what they were intended to measure and that the study is convinced that the findings are what they professed to be about.

As the theoretical framework, developed is broad in sense and would enable to validate the survey internally and the respondent‟s answers would enable us to observe the degree of external validity. The theoretical framework encompassed certain theories which enabled us to validate the survey which is validated with other similar research within the domain of our thesis; hence we can say that the survey developed is validated to a certain extent as it has been developed from several research works. According to Williamson, (2002) Reliability is the extent the study can be repeated with same results. The reliability for the survey can be seen as receiving quality answers for the questions, and how you are able to get the respondents to understand the questionnaire. To achieve this, sampling questions were used with a scaling system.

The survey was developed in a careful manner to ensure that the respondents could answer in the best possible manner and also to ensure a high response rate. Therefore, the data collection technique yielded consistent findings and there was transparency in how sensed was made from the raw data.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

In this chapter, data regarding the impact of motivation on employee"s performance; the case of Komfo Anokye Teaching Hospital (KATH) is analysed and discussed. The study involved Hospital staff in KATH. A total of 200 questionnaires were sent out and 168 were returned complete and usable. This represents 84% response rate which is above the industry standard of 40 – 60% (Lewis, 2003). The presentation is arranged in line with the research objectives that guided the study, which includes:

Firstly, to evaluate the motivational activities embarked by the management of Komfo Anokye Teaching Hospital (KATH) in ensuring the performance of their *clinical staff.*

Secondly, to examine the current performance level of clinical staff at Komfo Anokye Teaching Hospital (KATH) in the execution of their daily operational activities. Also, to evaluate how motivational packages affect the performance of clinical staff of Komfo Anokye Teaching Hospital in their daily operational duties.

Finally, is to analysis the challenges faced by the management of Komfo Anokye Teaching Hospital (KATH) in the implementation of motivational packages.

However, the demographic characteristics of the respondents are first presented to provide a clear picture of the nature of the people that participated in the study.

4.1 Demographic Characteristics of Respondents

This section describes the demographic characteristics of the respondents such as age, gender and marital status.

Table 4.1. Gender of Respondents

	Frequency	Percentage	Cumulative Percent
Male	93	55.4	55.4
Female	75	44.6	100
Total	168	100	

Source: Field data (2016)

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Table 4.1 shows that 55.4% of the respondents were male and 44.6% of the respondents were female. These results suggest that the hospital staff that were involved in the study at the Komfo Anokye Teaching Hospital (KATH) is dominated by men.

4.1.2 Age of Respondents

Table 4.2 Respondents" Age

	Frequency	Percent	Cumulative Percent
Below 20 years	0	0	0
20 – 29 years	57	33.9	33.9
30 – 45 years	90	53.6	87.5
45 years and above	21	12.5	100
Total	168	100	

Source: Field data (2016)

The table 4.2 indicates that 53.6% of the respondents are 30 – 45 years age category, 33.9% in 20 – 29 years old, 12.5% are 45 years and above and none of the respondents were below 20 years old. The results suggest that 87.5% of the hospital staff at the Komfo Anokye Teaching Hospital (KATH) are in their most productive and energetic age of 20 – 45 years and thus would be expected to be able to handle the associated work demands.

4.1.3 Marital Status of Respondents

Table 4.3 Respondents‟ Marital Status

	Frequency	Percentage	Cumulative Percent
Single	78	46.4	46.6
Married	90	53.6	100
Total	168	100	

Source: Field data (2016)

From Table 4.3, 53.6% of the respondents are married and 46.6% of respondents were single. The staff at the Komfo Anokye Teaching Hospital (KATH), involved in the survey were definitely dominated by married people which is a reflection of a higher demand of needs in life, since the married has more responsibilities than the single.

4.1.4 Level of Educational Qualification of Respondents

Table 4.4 Respondents‟ Level of Educational Qualification

	Frequency	Percent	Cumulative Percent
HND	6	3.6	3.6
Degree	72	42.9	46.4
Masters	42	25	71.4
Others	48	28.6	100.0
Total	168	100	

Source: Field data (2016)

Table 4.4 indicates that majority of the respondents (42.9%) are degree holders, with 28.6% of the respondents having other educational qualifications and 25% of the respondents having a Master degree. Only 3.6% of the respondents had HND. This implies that most of the staff at Komfo Anokye Teaching Hospital are reasonably educated as the healthcare occupation requires a high level of occupational training. This also makes candidates for the survey suitable since per their level of educational

qualification it can be assumed that they are knowledgeable enough to offer intelligent and relevant information to authenticate the findings of the study.

4.1.5 Occupation of Respondents

An entire hospital may have different people with different occupational background working together to ensure the health safety of patients. The table is representation of the various occupation of the respondents at the Komfo Anokye Teaching Hospital (KATH).

Table 4.5 Respondents" Occupation

	Frequency	Percent	Cumulative Percent
Doctor	12	7.1	7.1
Nurse	66	39.3	46.4
Pharmacist	18	10.7	57.1
Biomedical Scientist	33	19.6	76.8
Others	39	23.2	100.0
Total	168	100	

Source: Field data (2016)

The Table 4.5 shows that 39.3% of the respondents are nurses, 19.6% of respondents are biomedical Scientist, 10.7% of respondents are Pharmacists and 7.1% are doctors.

23.2% of the respondents however were found to constitute other occupation, which from findings were observed to be mainly administrative occupations such as accountants, secretaries, auditors, etc.

4.1.6 The Directorate/Unit of Respondents

Table 4.6 Respondents" Directorate/Unit

	Frequency	Percent	Cumulative Percent
Diagnostics (Lab)	33	19.6	19.6
Child Health	33	19.6	39.3
O & G	33	19.6	58.9
Medicine	21	12.5	71.4
Surgery	18	10.7	82.1
Emergency Unit	9	5.4	87.5
Others	21	12.5	100.0
Total	168	100	

Source: Field data (2016)

From the Table 4.6, 19.6% each of the respondents of staff at the Komfo Anokye Teaching Hospital (KATH), were working at the Diagnostics, as well Child Health and O & G unit. 12% were working at the Medicine unit, 10.7% were the surgical unit, 5.4% were at the Emergency Unit whiles 12.5% were in other directorates.

4.1.7 The Working Experience of Respondents

Table 4.7 Years of working at the Hospital

	Frequency	Percent	Cumulative Percent
Less than 2 years	6	3.6	3.6
2 – 5 years	48	28.6	32.1
6 – 10 years	81	48.2	80.4
11 – 15 years	21	12.5	92.9
Above 15 years	12	7.1	100.0

Total	168	100	

Source: Field data (2016)

Table 4.7 shows that 48.2% of the respondents have 6 – 10years work experience at Komfo Anokye Teaching Hospital, while 28.6% of respondents have 2 – 5years‟ work experience. 12.5% have worked for 11 – 15years at the hospital, 7.1% have worked over 15years and 3.6% of the respondents have worked in less than 2 years. The results suggest that 96.4% of the respondents have very good work experience of above 2 years.

4.2 Analysis of Research Objective

This study had four research objectives and the results of the findings with regard to each objective are presented and discussed the section below.

4.2.1 Motivational activities at Komfo Anokye Teaching Hospital (KATH)

As the first objective of the study, the motivational activities embarked by the management of Komfo Anokye Teaching Hospital (KATH) were analysed. The questionnaire for the clinical staff of the Hospital were used to solicit for the necessary information needed regarding motivational activities adopted by the Hospital, and the results are presented in the table 4.8 below. The study identified 14 variables of motivational activities that the Hospital may adopt to ensure improved performance of clinical staff. The mean value score and standard deviation were the statistical parameter used to analyze respondents‟ responds and to draw

interpretations. In this section, the mean scores are accepted at values greater than 2.5 since on the 5-point likert scale, 2.5 equally divides the level of agreement and, 4 and 5 represent agreeable answer and 1 and 2 represents disagreeable answer. This means

that if the mean value for any variable is greater than 2.5, respondents generally agree to that reality of that variable.

Table 4.8 Results on Motivational Activities embarked by the Management of KATH

	Mean	Std. Deviation
Salaries	4.1296	.72804
Job Security	3.8364	1.15090
Promotion	3.8000	.82552
Training and Development	3.4118	1.02326
Working Aids/Tools/Good Physical working Environment	3.4000	1.01105
Recognition	2.6792	3.28618
Allowances	2.6667	1.16554
Retirement Package	2.4528	1.13622
Bonuses	2.2963	.92409
Health Insurance	2.1818	1.05569
Incentives	1.9818	.75745
Auto Loan	1.9091	.84487
Personal Vehicle/Transport System	1.8545	.84805
Profit Sharing	1.8364	.81112

Source: Field data (2016)

From Table 4.8, it can be realized that the mean values range from 1.84 to 4.13 on a 5-point likert scale where 1 signifies the strongest level of disagreement and 5 being the strongest level of agreement. The respondents strongly agreed with a mean value of 4.13 and a narrow standard deviation of 0.728 to indicate that „Salary" as the most obvious motivational package used by the management of Komfo Anokye Teaching Hospital (KATH).

Other motivational activities which were identified from the respondents as being offered to clinical staff at KATH includes: Job Security, Promotion, Working Aids or tools and good working environment, recognition, and allowances. All these variables had mean values greater than 2.5 except for retirement package which had a mean value of less but very close to 2.5 which is 2.46. Retirement package was added by the

researcher with the assumption that, only a few percent of the respondents were above 45 years old and would thus give significant recognition to the retirement package. Bonuses, Health Insurance, Incentives, Auto Loan, Personal Vehicle/Transport System and Profit Sharing were identified to be some of the least utilized motivational packages the management of the KATH employed with mean values of agreement less than 2.4. This could be attributed to the fact that Komfo Anokye Teaching Hospital is not a recognized profit making organization and therefore would not employ motivational packages that are monetary based.

Table 4.9 How Packages are Applied

	Mean	Std. Deviation
Target Base	3.3148	.96786
Salary Base	3.0370	1.14863
Performance base	2.4909	.74219
Divident Base	2.2593	.75698
Revenue Base	2.2222	.60397
Profit Base	2.1731	.61743

Source: Field data (2016)

The results as demonstrated in Table 4.9 shows that the respondents agree weakly with mean values of 3.31 and 3.04 that the motivational packages are applied on target base and salary base. With a mean of 2.49, 2.25 and 2.22, the study shows from the respondents‟ response that the management of Komfo Anokye Teaching Hospital do not give out incentive and compensational packages based on performance, dividend or revenue. It can however be understood for dividend and revenue since the hospital is not a profit generating hospital and individual staff‟ output cannot be directly connected to financial output. However, the management at Komfo Anokye Teaching Hospital (KATH), should have a system to assess the performance of the staff in order to fairly

and effectively accord incentives and compensations to those who truly deserve it, instead of based on those who are influential or of high position.

Table 4.10 Existence of Control Mechanism

	Frequency	Percent
Applicable	66	40.7
Not applicable	98	59.3
Total	164	100.0

Source: Field data (2016)

Majority of the respondents (59.3%) indicated that the management of KATH does not employ any control mechanism for effective and accurate implementation of motivational packages. 40.7% of the respondents were however of the opinion that the management employ control mechanism for effective and accurate implementation of motivational packages. The high percentage of respondents admitting the absence of control mechanism could only signify two possible cases: ignorance of the hospital‟s motivational system or truly the management has no such control mechanism. As a follow-up, the study sort to identify some of the control mechanisms adopted.

Table 4.11 Control Mechanism for Monitoring the Implementations of Motivational Management

	Mean	Std. Deviation
Approval by the HR Dept	3.7818	.83202
Management approval	3.7143	.82494
Board Approval	3.6964	.73657
General Auditing	3.2500	1.11600
External Auditing	2.9464	.92283

Source: Field data (2016)

It shows that the entire motivational package of the hospital are controlled by the Human Resource Department, the management and the board approval. The respondents agreed weakly that there is general auditing in selecting staff who are fit to be rewarded or compensated. This shows that the entire motivational system is centred and to a large extent influenced by only the top management body of the hospital. This is not the best practice since it does not show transparency and openness.

4.2.2 Current Performance Level of Clinical Staff at (KATH)

The questionnaire asked clinical staff about their performance at work in relation to the current state of work incentive condition and benefits at KATH. The respondents‟ results are presented in Table 4.12 below.

The table shows that majority of the clinical staff are not motivated to perform better with the current state of work incentive condition and benefits at Komfo Anokye Teaching Hospital. 62.5% of the respondents indicated not being motivated to perform better, while 23.2% indicated an average motivation to perform better. Only

14.3% of the respondents indicated that they perform better with the current work incentive.

Table 4.12 Do you Perform Better with Current State of Work Incentive?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	24	14.3	14.3	14.3
No	105	62.5	62.5	76.8
Averagely	39	23.2	23.2	100.0
Total	168	100.0	100.0	

Source: Field data (2016)

4.2.3 Dimensions for Measurement of Performance of Health Workers

To capture performance of the health workers of the hospital, their performance was measured using four dimensions namely responsiveness, availability, productivity and competence as defined by the World Health Organisation (WHO, 2006; Buchan, 2005; Hornby & Forte, 2002). Various statements were asked that reflect the respondents" performance with respect to these dimensions. Discussions below presents the results of study.

4.2.3.1 Responsiveness of Health Workers

Table 4.13 reveals that all respondents (100.0%) knowledgeable of what is expected of them. Most health workers representing almost 90% agreed that the clients which they attend to are always satisfied with the services provided. Again, many of them (70.2%) have indicated that they are always willing to attend to the clinical and emotional needs of their clients.

50% of the respondents indicated that the complaints by the various stakeholders about individual health workers are rare. However, about 30% said they were undecided and about 19% of them disagreed.

It is, however, noted that 60.1% of the respondents disagreed that the patients were satisfied with the timeliness of the services, while 10.1% were uncertain.

Table 4.13 Items Concerning the Responsiveness of Health Workers (n = 168)

	Item Description	Disagree		Undecided		Agree		Total	
		n	%	n	%	N	%	n	%
1	Clients are always satisfied with the friendly services offered by health workers	17	10.119	0	0	151	89.881	168	100
2	Clients are satisfied with the timeliness of the services	101	60.119	17	10.119	50	29.7619	168	99.9
3	Complaints from stakeholders towards individual health workers are rare	34	20.2381	50	29.7619	84	50	168	100
4	Health workers are always willing to address the clinical and emotional demands of the patients	33	19.6429	17	10.119	118	70.2381	168	99.9
5	When at work I know what is expected of me	0	0	0	0	168	100	168	100

Source: Field data (2016)

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In all, from their own point of view, the health workers showed satisfactory levels of service and responsiveness towards their clients. However, it can also be realised that from their own point of view, the services that health workers provide are not done on time. It is important that Health workers demonstrate the ability and willingness to understand and address the emotional and clinical needs of their clients (Heizer, Render, & Weiss, 2004) [15, 16]. This study revealed that the health workers of KATH were not very timely in providing their services. This might be as result of organisational constraints such as the low staffing levels or heavy workload, poor work flow structures and probably lack of some essential drugs and equipment necessary for performance (Nzinga, Mbindyo, Mbaabu, Warira, & English, 2009). It is essential that health workers are responsive to the demands of the communities they serve. This allows for a more holistic approach to health service provision, taking into consideration both the technical aspects and client satisfaction, thereby guaranteeing quality (Freedman, 2005).

4.2.3.2 Availability of Health workers

One other dimension of measuring the performance of health workers is by their availability. Table 4.14 below presents the results for respondents. 90.4% of the health workers in KATH agreed that they put in much of their effort when they are on duty. Also about ninety percent (89.8%) of the health workers responded that they are always available when demanded for. A total of 60% have indicated that they are present always at work during the official working hours of the hospital.

Table 4.14 Items Concerning the Availability of Health Workers (n = 168)

	Item Description	Disagree	Undecided	Agree	Total

		n	%	N	%	n	%	N	%
1	I am always available when my services are required	17	10.119	0	0	151	89.881	168	100
2	I am always present during the official working hours	50	29.7619	17	10.119	101	60.119	168	100
3	I put in much effort when I am on duty	16	9.52381	0	0	152	90.4762	168	100

Source: Field data (2016)

It can be seen as by the results that the health worker as much do their best to be present at post. However, it must be noted that availability of health workers alone cannot directly improve the health outcomes unless there is effective drug supply, functioning facilities and good clinical practice (Huicho, Dieleman, Campbell, Codjia, Balabanova, Dussault, & Dolea, 2010). A well performing health workforce is a significant component of a strong health system that together with other social determinants can improve the health status of the population.

4.2.3.3 Productivity of Health Workers at Komfo Anokye Teaching Hospital (KATH).

Two statements were used to gather the responses of the workers on their productivity, at Komfo Anokye Teaching Hospital (KATH), as presented in table 4.15.

Up to 80.3% of the health workers, agreed that their skills are suited for the type of work they do. Also as many as 60.7% of workers are in agreement that they spend most of their time at work attending to the patients

Table 4.15 Items Concerning the Productivity of Health Workers (n = 168)

	Item description	Disagree	Undecided	Agree	Total

		n	%	n	%	n	%	N	%
1	I spend most of my time attending to patients	49	29.1667	17	10.119	102	60.7143	168	99.9
2	My skills are suited for the type of work I do	17	10.119	16	9.52381	135	80.3571	168	100

Source: Field data (2016)

Generally, self-reporting by the health workers" shows that they possess adequate skills necessary to deliver their jobs. It must be noted as much as the health workers have adequate skills, their productivity can be restricted by a host of factors like lack of equipment, supplies or drugs, poor management structures and low salaries (Dieleman, & Harnmeijer, 2006; Hagopian, Zuyderduin, Kyobutungi, & Yumkella, 2009).

4.2.3.4 Competence of Health Worker

More than half of the health workers at Komfo Anokye Teaching Hospital (KATH), (68.4%) indicated that they have mastered the skills necessary to do their work and are confident about their prescribing practices, and all said that they use their knowledge and skills to improve the safety of their clients. 78.5% of the health workers agreed that their attitude towards patient care is good.

All the health workers at Komfo Anokye Teaching Hospital (KATH), (100.0%) indicated that they have good communication skills. The majority of health workers (89.8%) agreed that they are confident about their ability to perform their jobs.

Table 4.16 Items Concerning the Competence of Health Workers (n = 168)

	Item Description	Disagree	Undecided	Agree	Total

		n	%	N	%	n	%	n	%
1	I have confident and ability to do my job	17	10.1	0	0	151	89.8	168	100
2	I have mastered the skills necessary to perform my job	0	0	53	31.5	115	68.4	168	100
3	My attitude towards patients care is good	0	0	36	21.5	132	78.5	168	100
4	I use my knowledge and skills to improve safety of patients	0	0	0	0	168	100	168	100
5	I have good communication skills	0	0	0	0	168	100	168	100

Source: Field data (2016)

In general terms, the results indicate that the health workers at Komfo Anokye Teaching Hospital (KATH), are competent and this is highly likely to enhance their performance. High level of knowledge, skills and abilities among health workers are necessary for effective performance (Liu, Combs, Ketchen, & Ireland, 2007). Health workers also reported that they have good communication skills. This is very important because listening, guidance, clear expectations and feedback are prerequisites for better performance (Huang, Chen, Tsai, & Lin, 2006). The findings of this study however, are contrary to what is reported in Niger, where rural health workers lack the competence to communicate, counsel and convince patients with complications (Bossyns, & Van Lerberghe, 2004)

This affirms what Ampofo (2012) said that although employees receive salaries which may or may not be enough, sometimes they need something that would push them to go on an extra mile in improving their performance, and this is true about the clinical staff at KATH. From the open ended section of the questionnaire, where respondents

were asked to write the reasons for their choice of answer, most of them indicated that incentives are needed to boost their morale at work. At the healthcare working environment, poor performance can be exhibited in areas such as staff language to patients, giving special attention to people who are rich and ignoring the poor in hope of getting monetary favour and high rate of absenteeism. These are the impact of low morale at work as a result of ineffective motivational system.

Table 4.17 Impact of Current Compensation Package Positive Work Output?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	17.9	17.9	17.9
	No	102	60.7	60.7	78.6
	Averagely	42	25.4	25.4	100.0
	Total	168	100.0	100.0	

Source: Field data (2016)

The clinical staff‟ performance in terms of working harder to serve more patients is low at an environment where they are less motivated. They also tend to develop negative attitude towards their colleagues when they are not motivated. The questionnaire sought to find out how positive their work output is as a result of the current compensation package they have benefited. The results showed that the impact of their compensation package on positive work output was low.

4.3 How Motivational Packages Affect the Performance of Clinical Staff

The study solicited for the opinion of the clinical staff at Komfo Anokye Teaching Hospital (KATH), on how some key motivational packages influence their performance. The table below gives a reflection of respondents‟ response.

Table 4.18 How Motivational Activities Influence Staff Performance

	N	Mean	Std. Deviation
Availability of required medical equipment and physical structures at KATH influences the performance of their clinical staff	168	4.4643	.73767
Insurance and retirement packages adopted by KATH have a positive effect on their employee performance	168	4.3929	.80178
Training and Development packages adopted by KATH serve as motivational strategies that influence the performance of their employees	168	4.3393	.81524
Remunerations and Reward packages adopted by KATH have a positive effect on their employee performance	168	4.3214	1.04633
Valid N (listwise)			

Source: Field data (2016)

One of the areas that respondents strongly agreed to was on good working conditions. To this respondents agreed with a mean value of 4.46 out of 5 to assert that availability of required medical equipment and physical structures at KATH influences the performance of their clinical staff. They agreed with mean of 4.4 that Insurance and retirement packages adopted by KATH have a positive effect on their employee performance. They also agreed with a mean of 4.34 that Training and Development packages adopted by KATH serve as motivational strategies that influence the performance of their employees.

Tella, Ayeni and Popoola (2007) hold the view that, no matter how automated an organisation may be, increase in productivity hang on the effectiveness of the workers.

Workers ability to carry out a given task influences their performance in the organisation. To this Frank (2011) posits that training plays a vital role in motivating health workers and preventing them from failing as a result of lack of ability. It gives health workers the chance to improve upon their skills and it boost up their selfconfidence. In agreement, Mensah (2011) states that training is an "indispensable strategy" for motivating workers as it gives workers the opportunity to upgrade themselves in order to keep up with changing situations. Lastly, respondents asserted that Remunerations and Reward packages adopted by KATH have a positive effect on their employees performance.

The questionnaire gathered data on the level of influence of each motivational activity on staff. The figure 4.1 presents a graphical view of the level of influence of the motivational packages that are adopted by the KATH on its clinical staff.

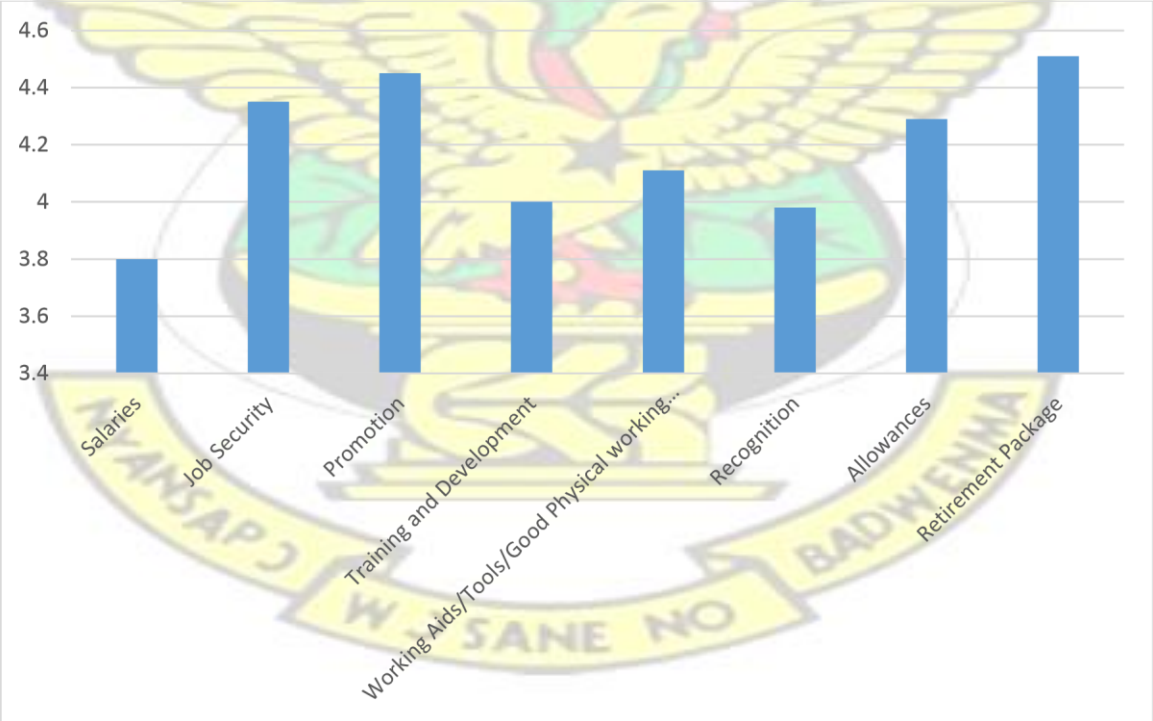

Figure 4.1 Level of Influence of Motivational Packages

Source: Field data (2016)

According to Clay (2009), a regular monthly salary encourages staff members to be punctual at work with a high anticipation that as long as they keep on coming to work, they are assured of their monthly salary. However, others also is of opinion that when employees are assured of regular monthly salary without other incentives, they tend to relax at the workplace and know that irrespective of their output towards the organization, they are assured of their monthly salary (Volti, 2008; Madura, 2010). This therefore does not come as a strong motivation for workers to improve their performance at workplace. This is thus not surprising that the clinical staff at KATH indicated that salary as having the least impact on their level of performance.

From the figure 4.1, job security is one of the motivational packages that affects most the performance of the clinical staff at KATH. This results agrees with Hitka and Sirotiakova (2009) who said that job security is an important motivational factor for workers. They pointed out that in the society, work is central in the lives of people and sometimes the respect accorded to people in terms of how they are treated or even addressed depends on whether or not they work. Due to this importance of work, people may feel „alienated" when they lose their jobs or have no work to do. Therefore, lack of job security in the organisation may affect the personal lives of workers as well as their performance. Lack of job security may lead to low selfesteem, low self-confidence and social isolation. It may also weaken employees" commitment to the health service. However, when health workers are assured of maintaining their job, their commitment to the health service is strengthened, and their output in maximized with a confident, high self-esteem.

Another package which influences level of performance of staff is promotion.

Promotion to a higher rank motivate clinical staff to give out their best. Promotion helps them to know their progress in the workplace and it enhances their self-worth. Agyepong, Anafi, Asiamah et al (2004) indicated that promotion does not only make people climb up the social ladder, which in most cases are seen by people in and outside the workplace but also accompanied by higher salaries.

In one way or the other, every person wants to be praised for tasks he or she accomplishes and this can serve as a powerful tool of motivation. According to Chandrasekar (2011) and Yavuz (2004) when workers are given a congratulatory hand shake, a pat on the back or a thank you note by their superiors, it proves to them that their superiors treasure them and the work they do for the organisation. Recognition motivates employees as it involves the acknowledgement of the efforts, creativity and willingness of employees to put in extra effort.

4.4 Correlation Analysis of Staff Motivation and Performance

This section presents the correlation analysis of the level of motivation of the staff of KATH against dimensions of their performance measurement.

Table 4.19 Results For Correlation between Motivation and Performance Dimensions of Respondents

		Responsiveness	Availability	Productivity	competence
Motivation	Pearson Correlation	.641**	.569*	.478	.582*
	Sig. (2-tailed)	.000	.043	.350	.021
	N	168	168	168	168

Source:Field data(2016)

** correlation is significant at the 0.01 level (two tailed)

* correlation is significant at the 0.05 level (two tailed)

The results of the analysis shows that staff performance in terms of the responsiveness, availability and competence are related to their level of motivation. This is shown by the statistical significant correlation coefficients of 0.64, 0.57 and 0.58 with corresponding p-values of 0, 0.043 and 0.021 respectively. Staff productivity was however found not to be statistically correlated with their motivation. This implies that the performance of health workers of KATH could be improved if there is an improvement of the motivation offered to them.

4.5 Challenges faced by Management of Komfo Anokye Teaching Hospital (KATH)

In the course of the survey, the study identified some loopholes with the motivational package system of the Hospital as majority of the respondents indicated dissatisfaction with the current benefit of compensational packages. The Table below shows results of %respondents on their satisfaction with current compensational packages with over 70% of the clinical staff indicating dissatisfaction with the packages. This shows that the management of Komfo Anokye Teaching Hospital is facing some difficulties in providing effective motivational packages for its staff members.

Table 4.20 Are you Really Satisfied with your Current Benefit of Compensational Packages?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	9	5.4	5.4	5.4
No	120	71.4	71.4	76.8
Averagely	39	23.2	23.2	100.0
Total	168	100.0	100.0	

Source: Field data (2016)

One of the key challenges that undermine the effective of the motivational system of the Hospital is the level of concern accorded to it by the management of the hospital.

From the response of the clinical staff, majority of them (55.4%) indicated from Table 4.20 above that the motivational packages do not serve as a key concern by the management of KATH, with 12.5% stating an average level of concern. Litmos (2012) said that for any organizational motivation and incentive system to be effective, it requires the direct and complete involvement and interest of the top management of the organization.

Table 4.21: Does Motivational Packages Serve as a Key Concern by your Employer (KATH)?

	Frequency	Percent	Cumulative Percent
Yes	51	30.9	30.9
No	93	56.4	87.3
Averagely	22	12.7	100.0
Total	166	100.0	

Source: Field data (2016)

From the open-ended aspect of the questionnaire, respondents were asked to write what in their opinion were some of the challenges and how it could be improved. The researcher categorized their responses into similar themes to draw out some common and essential challenges encountered in facilitating an effective compensation and remuneration packages at KATH.

Table 4.22: Results of Respondents on the Challenges Encountered in Facilitating an Effective Compensation and Remuneration Packages at KATH

Category	Selection of Specific Responses
LARGE NUMBER OF STAFF	"Too many employees to give incentives" "The size of KATH makes it difficult"
INSUFFICIENT FUNDS	"Not enough funds to KATH" "Little funding from government" "Because it is not a profit making organization" "Little funds to support"

POLITICAL ALIGNMENTS	"Because it is a government hospital, it receives directives from the government" "Bereaucracy" "Retirement packages are determined by government"
LOW KNOWLEDGE OF EMPLOYEE NEEDS	"The hospital management do not know what we need"
PARTIALITY	"Only a selected staff get packages" "Personal interest takes the better part of allocations" "It is very partial" "Partiality in incentive management" "Partial management (favouritism)"
BAD MANAGEMENT	"Poor management" "It is not based on performance" "Absence or difficulty of setting clear target for employees"

Source: Field data (2016)

From the table, some of major challenges the management of the Komfo Anokye Teaching Hospital is faced with in facilitating an effective compensation and remuneration packages for their staff includes insufficient funds, difficulty in adequately involving the large staff number in the compensation and incentive plan, the interference of politics and government directives, partiality as a result of personal favours and favouritism, bad management practices that give not take complete responsibility of employee motivational packages and low or no knowledge about the needs of employees, which would influence the significance of compensational and remuneration package to the employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study was an evaluation of the impact of motivation on employee"s performance; the case of Komfo Anokye Teaching Hospital (KATH). This chapter presents summary of findings, conclusion and recommendations which will assist the hospital management in developing and implementing effective motivational systems for their staff in order to improve upon their performance at the hospitals.

5.1 Summary of Findings

The summary of findings are thematic according to the research objectives.

5.1.1 Motivational activities by the management of Komfo Anokye Teaching Hospital

The research findings indicated that the management of Komfo Anokye Teaching Hospital (KATH) adopts some key motivational packages to encourage their workers to perform better. Among these packages include Salaries, Job Security, Promotion, Training and Development, Working Aids/Tools/Good Physical working Environment, Recognition, Allowances, and Retirement Package. These packages were identified to be given to the staff on target and salary base.

It was observed from the results of respondents that the management of Komfo Anokye Teaching Hospital do not give out incentive and compensational packages based on performance, dividend or revenue. It can however be understood for dividend and revenue base since the hospital is not a profit generating hospital and individual staff output cannot be directly connected to financial profitability.

However, the management should have a system to assess the performance of the staff in order to fairly and effectively accord incentives and compensations to those who truly deserve it, instead of based on those who are influential or of high position. Majority of the respondents indicated the management has no control mechanisms for monitoring the implementations of motivational system, whiles others indicated that the control mechanisms are centred only on the top managerial body; Human resource department, management approval and board approval. This implies that the motivational system of KATH is not transparent to all levels of staff.

Bonuses, Health Insurance, Incentives, Auto Loan, Personal Vehicle/Transport System and Profit Sharing were identified to be some of the least utilized motivational packages the management of the KATH employ. This the study observed that it could be attributed to the fact that Komfo Anokye Teaching Hospital is not a recognized profit making organization and therefore would not employ motivational packages that are monetary based.

5.1.2 Current Performance Level of Clinical Staff at (KATH)

The study assessed the current performance level of clinical staff at Komfo Anokye Teaching Hospital in relation to the current state of work incentive condition and benefits at the hospital. The findings show that majority of the clinical staff are not motivated to perform better with the current state of work incentive condition and benefits at Komfo Anokye Teaching Hospital. To this, the respondents indicated that the reason is because incentives are needed to boost their morale at the workplace. The study realized that at the healthcare working environment, poor performance can be exhibited in areas such as poor staff language to patients, giving special attention to people who are rich and ignoring the poor in hope of getting monetary favour and high rate of absenteeism. The findings further identified negative output of clinical staff

performance in terms of not working harder to serve more patients at an environment where they are less motivated. They also tend to develop negative attitude towards their colleagues when they are not motivated.

5.1.3 How Motivational Packages Affect the Performance of Clinical Staff.

The study identified so many way by which motivational packages affect the performance of clinical staff. It first identified some of the motivational packages that affect to a high level the performance of staff to include Promotion, Retirement package, Job security, working aids/tools and good physical environment, training and development and recognition. It realized that promotion to a higher rank motivate clinical staff to give out their best and helps them to know their progress in the workplace, enhancing their self-worth.

Promotion is also accompanied by higher salaries. Job security is important to the staff since work is central in the lives of people and sometimes the respect accorded to people in terms of how they are treated or even addressed depends on whether or not they work. Due to this importance of work, people may feel „alienated" when they lose their jobs or have no work to do and would therefore do anything possible including improving their performance to secure their jobs.

Recognition motivates employees as it involves the acknowledgement of the efforts, creativity and willingness of employees to put in extra effort. Moreover, every person wants to be praised or recognized for tasks he or she accomplishes. The respondents indicated from the data that availability of required medical equipment and physical structures at KATH influences the performance of their clinical staff. Also, insurance and retirement packages adopted by KATH have a positive effect on their employee performance. Training and Development packages adopted by KATH serve as

motivational strategies that influence the performance of their employees.

A correlation analysis to find a relationship between motivation and performance indicated that there is a positive and statistical significant relationship between motivation and three out of four dimensions of the staff‘s performance. Motivation was related to staff performance in terms of their responsiveness, availability and competence. Motivation was not found to influence productivity dimension of performance.

5.1.4 Challenges Faced with the Management of Komfo Anokye Teaching Hospital (KATH)

During the study, the study identified some loopholes with the motivational package system of the Hospital as majority of the respondents indicated dissatisfaction with the current benefit of compensational packages. This was because the management of the hospital were facing some challenges in managing the compensational and remuneration system. One of the key challenges that undermine the effective of the motivational system of the Hospital is the low level of concern accorded to it by the management of the hospital.

From the findings, some other major challenges the management of the Komfo Anokye Teaching Hospital is faced with in facilitating an effective compensation and remuneration packages for their staff includes insufficient funds, difficulty in adequately involving the large staff number in the compensation and incentive plan, the interference of politics and government directives, partiality as a result of personal favours and favouritism, bad management practices that give not take complete responsibility of employee motivational packages and low or no knowledge about the

needs of employees, which would influence the significance of compensational and remuneration package to the employees.

5.2 Recommendations

First, the hospital management needs to set clear performance goals and job descriptions for workers at all levels. The goals should form a basis for the evaluation of tasks completed, both by the staff themselves and by management. Positive reinforcement should be administered for work well done. This will ensure a transparent and fair motivational system.

Second, the study revealed the clinical staff of KATH were unhappy with the present remuneration package and some regarded it to be below average public sector given the conditions they operate in. The clinical staff representatives in consultation with Ministry of Health should negotiate and set up appropriate salary scales and allowances that are in tune with the current economic environment. This will ensure that clinical staff get adequate salaries and incentives to meet their basic need and also provide one of the most important extrinsic motivation factors for the health workers to increase their performance at hospitals.

Third, the hospital should develop a motivational system that impacts career path and professional development. The study identified that one of the areas that staff are well motivated is the training and development, because most of the staff do not want to get stucked at one aspect of their medical field. The ministry of health should therefore develop a training and development policy and award programs which is based on performance to enable health staff to upgrade their skills and knowledge in their field.

5.3 Suggestions for Further Research

This study evaluated the impact of motivational package on the performance of worker at Komfo Anokye Teaching Hospital. It is thus suggested that the same study should be conducted but applied more extensively in other health care centre across the country in other to generalize the results to the entire population of Health workers.

5.4 Conclusion

This study evaluated the impact of motivation on employee"s performance; the case of Komfo Anokye Teaching Hospital (KATH). This study concludes that although there are some motivational packages for clinical staff at Komfo Anokye Teaching Hospital, the system is not well developed and implemented since it is centre only on the top management of hospital and concealed from the general staff. The employees of KATH are therefore not fully satisfied with the motivational system and as such it has not reflected on their performance since the study found their performance to be low with regard to the motivational packages. Some challenges are faced by the management in managing the compensational and remuneration system which needs to critically evaluated and improved upon.

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APPENDIX I

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY THIS IS AN ACADEMIC EXERCISE; YOUR CONFIDENTIALITY IS HIGHLY ASSURED.

TOPIC: The Impact of Motivation on Employee"s Performance; the Case of Komfo Anokye Teaching Hospital (KATH)

INSTRUCTIONS (CLINICAL STAFF)

Please complete where applicable or indicate the extent to which you agree/disagree by ticking the appropriate boxes below.

SECTION A: Personal Information

a. Gender: i. Male: ……. ii. Female: ……

b. **Age Group**: i. below: 20 years…… ii. 20 -29 …… iii. 30 – 45…… iv. 45 – above ……

c. **Marital status: i.** Single……. ii. Married…….. iii. Divorce……

d. **Level of Qualification: i.** HND …… ii. B.Sc…… iii. M.Sc/MBA……

iv.Doctorate: …….. Others …….

e. Occupation:

A. [ ] Doctor B. [ ] Nurse C.[ ]Pharmacist D. [ ]Biomedical Scientist

E.[ ] Specialist F. Other. Please specify…….

F. Directorate/Unit:

A. [ ] Diagnostics (Lab) B. [ ] Child health C.[ ] O&G D.[ ] Medicine

E. [ ] Surgery F. [ ] DENTIST G. [ ] OPD H. [ ]

EMERGENCY UNIT

Other. Specify……

G. How long have you worked in the hospital?

a. Less than 2years.....

b. 2-5 years……..

c. 6-10 years……...

d. 11- 15years…….

e. above 15years……

Section B: Employee and compensational packages

1. Do you feel motivated to perform better with your current state of work incentive condition and benefits at **(**KATH)**?** Yes ……. No……

Averagely…….

1.1 Reasons for above answer if

any……

2. Are you well motivated when you work with little or no supervision?

- Yes…… No……. Averagely…….
- Reasons for above answer if

any……

3. Does motivational packages serve as a key concern by your employer (KATH)

Yes ……. No…… Averagely…….

Reasons for above answer if any……

What Are The Current Motivational Packages Offered By Your Employer (KATH)?

Variables	Strongly Not offered1)	Not offered(2)	Neutral(3)	Offered(4)	Strongly offered(5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

4. Currently which categories of Motivational Packages do you benefit from?

Variables	Strongly Do not benefit (1)	Do not benefit(2)	Neutral(3)	Benefit From(4)	Strongly Benefit From(5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					

Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

5. If there are any motivational packages which you do not benefit from, any reason for that?

a. Do not fall under such motivational packages …….

b. Did not qualify for such packages ……

c. Was qualified, but was not considered …….

d. Others Reasons …….

Are you really satisfied with your current benefit of compensational packages?

6.

a).Yes ……. B). No…… C). Averagely……. Others……

Does your current compensational package positively affect your level of out-put?

a).Yes ……. B). No…… C). Averagely…….

Reasons for answer to Q10, if any……

9. Indicate the motivational factors that inspire you to give off your best performance at work?

Variables	Strongly De-motivate(1)	De-Motivate(2)	Neutral(3)	Motivate (4)	Strongly Motivate(5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

10. How often are these motivational packages implemented within your outfit (KATH)?

	Not at all(1)	Seasonal(2)	Quite often(3)	Mostly(4)	Always(5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					

Auto Loan					
Others					

11. How well are these motivational packages implemented in your institution?

	Badly implemented (1)	Not implement (2)	Averagely Implemented (3)	Implemented (4)	Well implemented (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

12. How do you measure the level of influence on staff performance in respect to these motivational packages employed by (KATH)?

	Very Bad (1)	Not Influential (2)	Partly Influential (3)	Influential (4)	Very Influential (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Personal Vehicle					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					

Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

13. How does your employer apply the measure of motivational packages?

	Barely Used (1)	Not applied (2)	Partially applied (3)	Applied (4)	Strongly Applied (5)
Salary Base					
Target Base					
Dividend Base					
Performance base					
Revenue Base					
Profit Base					
None of the above					
Others Method of application					

14. Does your employer employ control mechanism for effective and accurate implementation of motivational packages?

Yes …….. No……..others……

15. What are the control mechanism being employed by your employer in monitoring the implementations of motivational management?

	Hardly applied (1)	Not applied (2)	Partially applied (3)	Applied (4)	Strongly Applied (5)
General Auditing					
Board Approval					
Management approval					
External Auditing					
Approval by The (Human Resource Department)					

None Of The Above	
Others Method of control mechanism	

16. How do you measure the current motivational packages and its level of organizational output?

	Very Bad	Not influential	Partly influential	Influential	Very influential
Salaries					
Bonuses					
Incentives					
allowances,					
Promotion					
Recognition					
Health Insurance					
Job security					
Retirement Packages					
Training and development					
Profit sharing					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

17. In respect to the measure of Motivational packages within your outfit (KATH)

To what extent do you agree or disagree to the below statements. Where „SA" represents Strongly Agree; „A" for Agree; „N" Neutral; „D" for Disagree; and „SD" for Strongly Disagree.

		SD (1)	D (2)	N (3)	A (4)	SA (5)
I	Do you agree Remunerations and Reward packages adopted by Komfo Anokye Teaching Hospital (KATH) have a positive effect on their employee performance?					
II	Do you agree Training and Development packages adopted by Komfo Anokye Teaching Hospital (KATH) serve as Motivational strategies that influence the performance of their employees?					

III	Do you agree Insurance and retirement packages adopted by Komfo Anokye Teaching Hospital (KATH) have a positive effect on their employee performance?					
IV	Do you agree that the Availability of Required medical equipment and physical structures at Komfo Anokye Teaching Hospital (KATH) influence the performance of their clinical staff?					

18. What do you think are the possible challenges encountered in facilitating an effective compensations and remuneration packages in your outfit?

    i. ……

    ii. …… iii.

    …… iv.

    ……

19. In your view what are the possible measures do you suggest to better enhancing the implementation and execution of motivational packages in your outfit?

    i. ……

    ii. …… iii.

    …… iv.

    ……

20. In Monetary and Non-Monetary form can you averagely stipulate or write in quotations amount or words, per the below motivational packages ever enjoyed from your employers

	Averagely Stipulate The Type Of Motivational Benefit Enjoyed In Amount Or Wards
Salaries	
Bonuses	
Incentives	
Allowances,	
Promotion	
Recognition	
Health Insurance	
Job Security	
Retirement Packages	

Training And Development	
Working Aids/ Tools/ Equipments And Good Physical And Working Environment	
Profit Sharing	
Personal Vehicle/ Transport system	
Auto Loan	
Others	

Staff performance dimensions

Indicate your degree of agreement with the following statements as they apply to you
Items concerning the responsiveness of health workers (n = 168)

	Item description	Disagree	Undecided	Agree
		n	n	N
1	Clients are always satisfied with the friendly services offered by health workers			
2	Clients are satisfied with the timeliness of the services			
3	Complaints from stakeholders towards individual health workers are rare			
4	Health workers are always willing to address the clinical and emotional demands of the patients			
5	When at work I know what is expected of me			

Items concerning the availability of health workers (n = 168)

	Item description	Disagree	Undecided	Agree
		n	n	N
1	I am always available when my services are required			
2	I am always present during the official working hours			
3	I put in much effort when I am on duty			

Items concerning the productivity of health workers

	Item description	Disagree	Undecided	Agree
		n	n	N
1	I spend most of my time attending to patients			
2	My skills are suited for the type of work I do			

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Items concerning the competence of health workers

	Item description	Disagree	Undecided	Agree
		n	n	N
1	I am confident my ability to do my job			
2	I have mastered the skills necessary to perform my job			
3	My attitude toward the care of patients is good			
4	I use my knowledge and skills to improve safety of patients			
5	I have good communication skills			

THANK YOU FOR YOUR RESPONSES

APPENDIX II

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY THIS IS AN ACADEMIC EXERCISE; YOUR CONFIDENTIALITY IS HIGHLY ASSURED.

TOPIC: The Impact of Motivation, On Employee"s Performance; The Case Of Komfo Anokye Teaching Hospital (KATH)

INSTRUCTIONS (MANAGEMENT)

Please complete where applicable or indicate the extent to which you agree/disagree by ticking the appropriate boxes below.

SECTION A: Personal Information

a. Gender: i. Male: ……. ii. Female: ……

b. **Age Group**: i. below: 20 years… ii. 20 -29 …… iii. 30 – 45…… iv. 45 – above ……

c. **Marital status: i.** Single……. ii. Married…….. iii. Divorce……

d. **Level of Qualification: i.** HND …… ii. B.Sc…… iii. M.Sc/MBA……

iv.Doctorate: …….. others …….

e. Occupation:

A. [ ] Doctor B. [ ] Surgeon C.[ ]Pharmacist D. [ ]Biomedical Scientist

E.[ ] Specialist F. [ ] DENTIST Other. Please specify…….

F . Directorate/Unit:

A. [ ] Manager B. [ ] Department Head C.[ ] General Manager D.[ ] Senior

Manger

G . How long have you worked in the hospital?

a. Less than 2years.....

b. 2-5 years……..

c. 6-10 years……...

d. 11- 15years…….

e. above 15years…….

Section B: Employee and compensational packages

7. Does a motivational package serve as a key concern by management of (KATH)?

Yes ……. No…… Averagely…….

Reasons for above answer if any……

8. Do you think your Staff feel motivated to perform better with your current state of Work Incentive, Condition and benefits at (KATH)? Yes …….

No…… Averagely…….

8.1 Reasons for above answer if any……

9. What are the current management approved Motivational Packages offered by (KATH)?

Variables	Strongly Not offered(1)	Not offered(2)	Neutral(3)	Offered(4)	Strongly offered(5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					

Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

21. Indicate the motivational factors that inspire your staff to give off their best performance at work?

Variables	Strongly De-motivate (1)	De-Motivate (2)	Neutral (3)	Motivate (4)	Strongly Motivate (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

22. How often are these motivational packages implemented by management (KATH)?

	Not at all (1)	Seasonal (2)	Quite often (3)	Mostly (4)	Always (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

11. How well are these motivational packages implemented by managment?

	Badly implemented (1)	Not implement (2)	Averagely Implemented (3)	Implemented (4)	Well implemented (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					

Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

12. How do you measure the level of influence on staff performance in respect to these motivational packages employed by (KATH)?

	Very Bad (1)	Not Influential (2)	Partly Influential (3)	Influential (4)	Very Influential (5)
Salaries					
Bonuses					
Incentives					
Allowances,					
Promotion					
Recognition					
Health Insurance					
Job Security					
Personal Vehicle					
Retirement Packages					
Training And Development					
Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Profit Sharing					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

13. How does management apply the measure or calculations of motivational packages?

	BarelyUsed(1)	Not applied (2)	Partiallyapplied(3)	Applied(4)	Strongly Applied(5)
Salary Base					
Target Base					
Dividend Base					
Performance base					
Revenue Base					
Profit Base					
None of the above					
Others Method of application					

14. Does managements employ control mechanism for effective and accurately implementation of motivational packages?

Yes …….. No……..others……

15. What are the control mechanism being employed by management in monitoring the implementations of motivational management?

	Hardlyapplied(1)	Not applied (2)	Partiallyapplied(3)	Applied(4)	Strongly Applied(5)
General Auditing					
Board Approval					
Management approval					
External Auditing					
Approval by The (Human Resource Department)					
None Of The Above					
Others Method of control mechanism					

16. How does management measure the current motivational packages and its level of organizational output?

	Very Bad	Notinfluential	Partlyinfluential	Influential	Veryinfluential
Salaries					
Bonuses					
Incentives					
allowances,					
Promotion					
Recognition					
Health Insurance					
Job security					
Retirement Packages					
Training and development					
Profit sharing					

Working Aids/ Tools/ Equipments And Good Physical And Working Environment					
Personal Vehicle/ Transport system					
Auto Loan					
Others					

17. In respect to the measure of Motivational packages within your outfit (KATH)

23. To what extent do you agree or disagree to the below statements. Where „SA" represents Strongly Agree; „A" for Agree; „N" Neutral; „D" for Disagree; and „SD" for Strongly Disagree.

		SD (1)	D(2)	N(3)	A(4)	SA (5)
I	Do you agree Remunerations and Reward packages adopted by Komfo Anokye Teaching Hospital (KATH) have a positive effect on their employee performance?					
II	Do you agree Training and Development packages adopted by Komfo Anokye Teaching Hospital (KATH) serve as Motivational strategies that influence the performance of their employees?					
III	Do you agree Insurance and retirement packages adopted by Komfo Anokye Teaching Hospital (KATH) have a positive effect on their employee performance?					
IV	Do you agree that the Availability of Required medical equipment and physical structures at Komfo Anokye Teaching Hospital (KATH) influence the performance of their clinical staff?					

24. What do you think are the possible challenges encountered in facilitating an effective compensations and remuneration packages in your outfit?

v. ……

vi. …… vii.

…… viii.

……

25. In your view what are the possible measures do you suggest to better enhancing the implementation and execution of motivational packages in your outfit?

v. ……

vi. …… vii.

…… viii.

……

THANKS YOU FOR YOUR RESPONSES

APPENDIX III

CATEGORIZATION OF RESPONDENTS" RESPONSE TO CHALLENGES TO THE IMPLEMENTATION OF MOTIVATIONAL PACKAGES AT KATH

LARGE NUMBER 3 "Too many employees to give incentives" "The size of KATH makes it difficult"
LACK OF SUFFICIENT FUNDS 3
"Not enough funds to KATH" "Little funding from government" "Because it is not a profit making organization" "Little funds to support"
POLITICAL ALIGNMENT AND PARTIALITY
"Because it is a government hospital, it receives directives from the government" "Bereaucracy" "Retirement packages are determined by government"
LOW KNOWLEDGE ABOUT STAFF NEEDS
"The hospital management do not know what we need"
PARTIALITY
"Only a selected staff get packages" "Personal interest takes the better part of allocations" "It is very partial" "Partiality in incentive management" "Partial management (favouritism)"
BAD MANAGEMENT
"Poor management" "It is not based on performance" "Absence or difficulty of setting clear target for employees"