

**MOTIVATIONAL STRATEGIES AND THEIR IMPACT ON PRODUCTIVITY**

**A CASE STUDY OF GHANA AIRPORTS COMPANY LIMITED**

by

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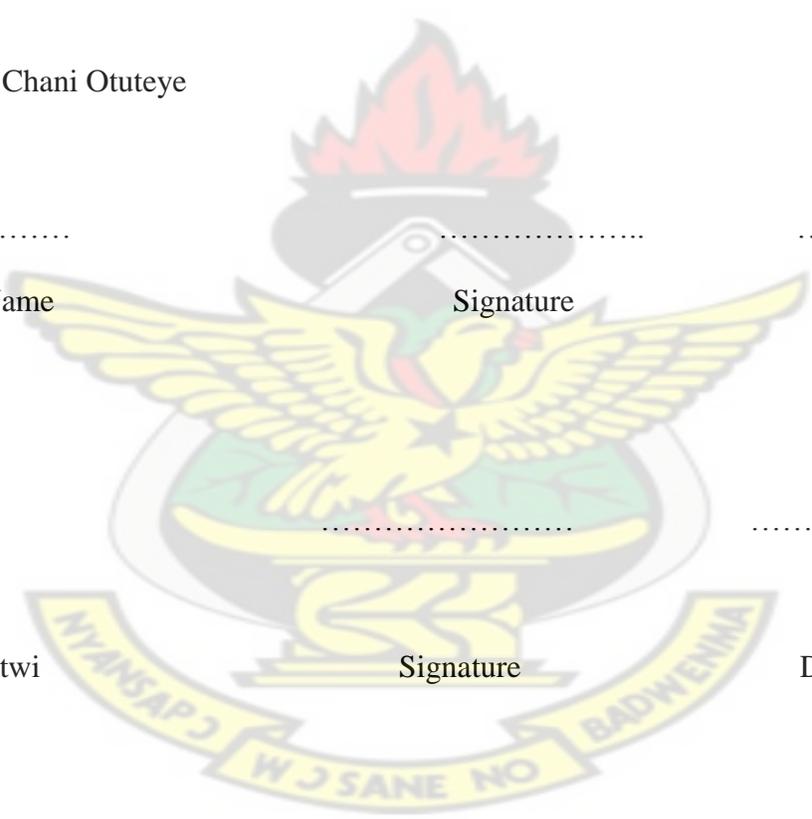
## DECLARATION

I hereby declare that this is my original work and that it has not been presented either in whole or in part for any purpose elsewhere.

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## ABSTRACT

The study sought to find out the motivational strategies and its impact on productivity. The purpose of the study is to provide effective motivational strategies for organizations to use to motivate employees, to improve and increase productivity in organizations. The Literature review enables us to understand the various theories on motivation and the effect have on productivity. The researcher developed a questionnaire to collect primary data regarding what will make employees perform and increase productivity. The study was conducted by collecting data from sample of 80 respondents selected from the target population using questionnaire. The data was analyzed using frequencies and percentage distribution. It was established that staff of Ghana Airports Company are being motivated but management need to deploy the various incentives in order to satisfy all employees. The responses from the survey revealed that motivation has a positive effect on productivity in the company. The study revealed that intrinsic and extrinsic motivators do lead to job satisfaction irrespective of the status of employees in the organizations. The following recommendations were made to enhance performance and increase productivity of Employees. Employees of the company should be given equal opportunities and recognition. Also the whole motivational system should be made more transparent to all employees and the appraisal system should call for the unique strengths to show as well as the expected rewards. There should be training and development programs open to workers. This should include both on-the-job and off-the-job training which will help workers to upgrade their knowledge and be able to meet their target.

## DEDICATION

I dedicate this work to my mother Janet Doku, for her moral support and my children Victoria and John Aryeetey.

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## ACKNOWLEDGEMENT

My sincere gratitude goes to my supervisor, Mr Chani Otuteye whose guidance made this work successful. I am also grateful to Mr Aryeetey and Mr Isaac Afetonu for their support.

I extend my appreciation to all those who in diverse ways helped to make this work a success.

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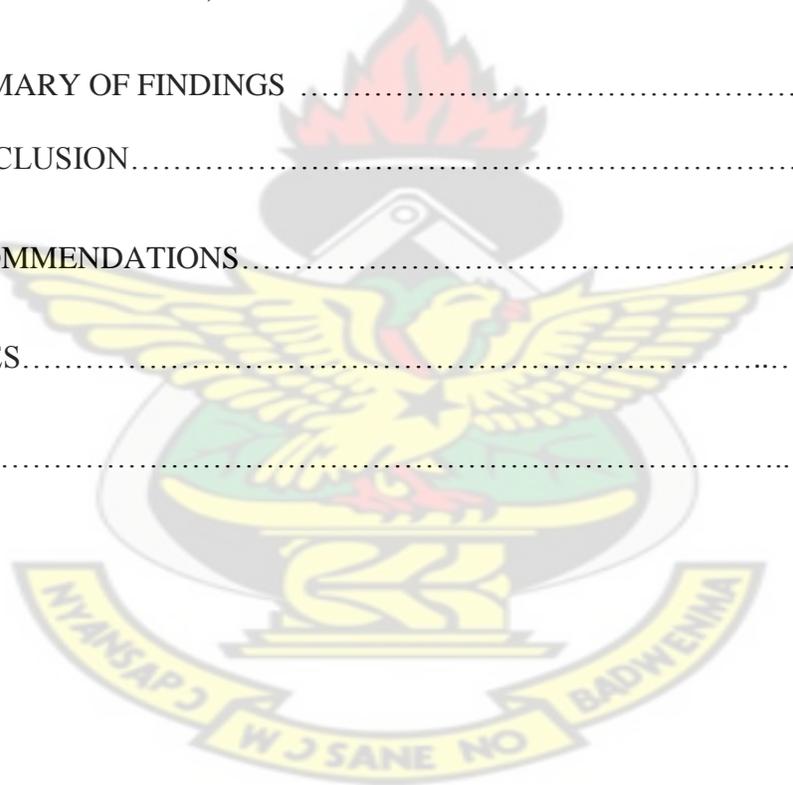
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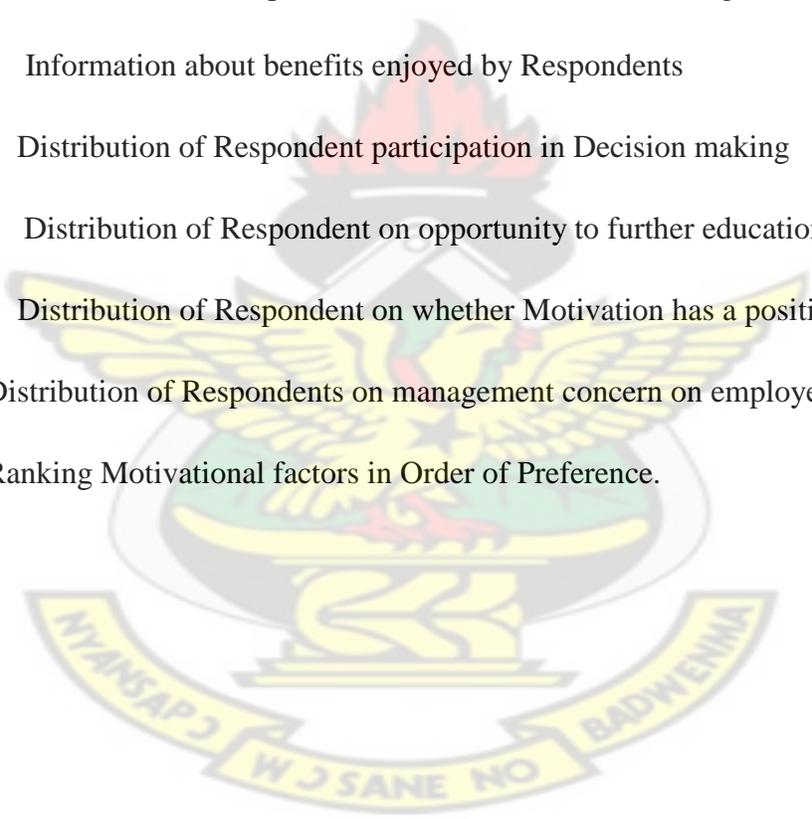
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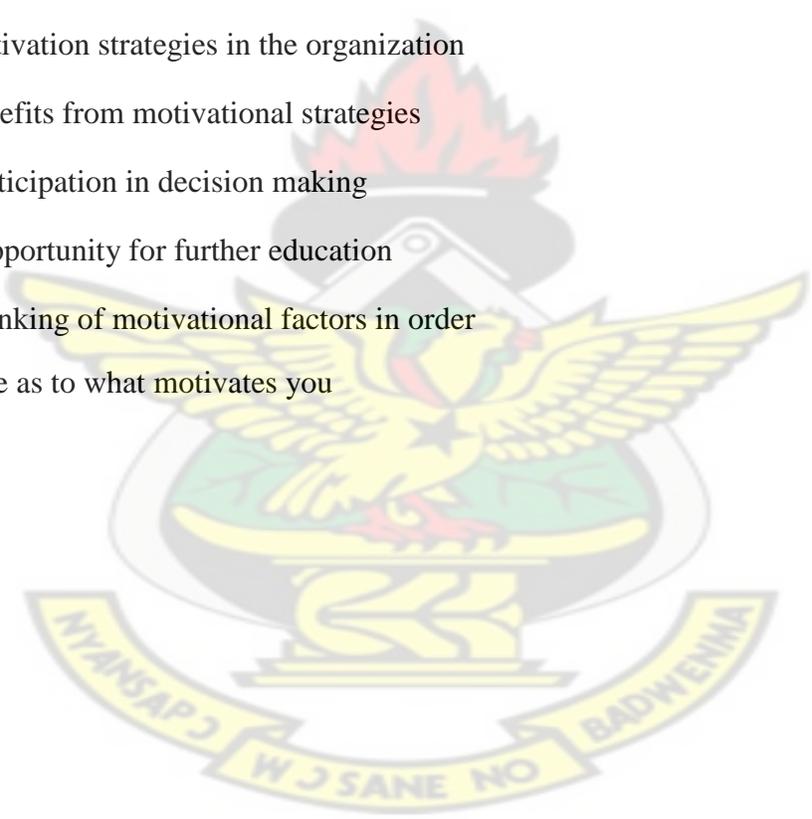


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## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND INTO THE STUDY

In light of today's business conditions, motivating people to give their best has become more crucial than ever, because of stiff competition and economic uncertainties. The factor that can set apart an organization in this turbulent environment be it in the public or private sectors is its people, therefore establishing and maintaining a stable workforce is a major concern of human resource department. Motivation in the work context is defined as "an individual's degree of willingness to exert high level of effort to reach organizational goals" (Robins and Decenzo, 1995). Naturally, organizations seek out individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of goals assigned to them. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Harvard press 2005).

Worker motivation is essential since there is a direct relationship between motivation and productivity. Only through motivation, can managers help their employees generate the excellent performance that enables companies or organizations to boost profitability and survive –even thrive during tough times. Increased motivation creates the conditions for a more effective workforce, but because work motivation is an interactive process between

workers and their work environment, good management and supervision are still critical factors in reaching organizational goals (Hornby and Sidney, 1988).

## **1.2 STATEMENT OF THE PROBLEM**

Researchers have studied employee motivation at length; the biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed (TsangWong,1997. This generalization or supposed knowledge has misdirected frontline supervisors of industrial workers for years (Kovach, 19870).Effective employee motivation has long been one of management most difficult and important duties. Success in this endeavour is becoming more challenging in light of organizational trends to downsize and inrelation to the demands associated with managing a diverse workforce (Kreitner and Kinicki 1992). Employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. No one theory of motivation can explain human motivation particularly across diverse cultures.

The study is therefore aimed at researching into the motivational strategies that exist in the public service/sector and Ghana Airport Company limited in particular.

## **1.3 OBJECTIVE OF THE STUDY**

- Analyse the importance of motivation on performance (productivity)
- Assess the level of moral among staff in the public sector
- Examine the attitude of management towards job satisfaction and motivation of employees.

- Identify the factors that promote positive motivational behavior among employees.

#### **1.4 RESEARCH QUESTIONS**

1. What motivational strategies can you find in the public service?
2. What are the factors that motivate employee in Ghana Airports Company?
3. What are the impacts of motivation on productivity of employees of Ghana Airports Company?

#### **1.5 SIGNIFICANCE OF THE STUDY**

The study will help the organization to manage the human resources to achieve maximum efficiency and effectiveness in service delivery to suggest and recommend strategies that will motivate and improve productivity in the public service.

#### **1.7 ORAGANISATION OF THE STUDY**

This study will be presented in five chapters. The first chapter will contain the introduction statement of problem information about Ghana Airports Company Limited, the significance and organization of the study.

The second chapter deals with various theories on motivation and the factors, which enhances employee performance, increased productivity in an organization.

The third chapter describes the sampling technique used to determine the sample size, the population studied, and the instrument used.

The fourth chapter will be the analysis of data and the fifth chapter will present the summary of findings and conclusions and recommendations based on the study.

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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 MOTIVATION - AN OVERVIEW**

Given the given emphasis in recent years on people as a key source of competitive advantage, it is not surprising to see corporate initiatives introduced to “buy” employee commitment. (Mick Marchington and Arden Wilkson, 2008). To motivate is to create a desire or willingness to perform in the manner in which managers want to get the work done which is distinct from the capacity to work. Mullins (1996) states that ‘the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfill certain needs’. It is a feeling or an urge to do or not to do a thing to fulfill certain need. It is important for management to know and understand what motivates people as it affect work performance, recruitment and retention. Also employees must think through what expectations they have of work and whether they are happy with their lot

#### **2.2 DEFINITIONS**

The term motivation was originally derived from the Latin word “Movere” which means, “to move”.

Kreitner (2001) defines motivation as the psychological process that gives behavior purpose and direction.

Robert Kreitner and Ageloo Kinicki (2001) explain motivation as those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed.

A motive is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways. The three components of motivation as identified by Arnold et al (1991) are:

Direction: What the person is trying to do.

Effort: How hard a person is trying.

Persistence: How long a person keeps on trying. (Armstrong, 2006)

## **2.3 SOURCES OF MOTIVATION**

### **i. INTRINSIC MOTIVATION**

This stems from direct relationship between the worker and the task and is usually applied. Feelings of achievement, accomplishment, challenge and competence derived from performing ones job are examples of intrinsic motivators. A sheer interest in the job itself.

### **ii. EXTRINSIC MOTIVATION**

This stems from work environment external to the task and is usually applied by someone other than the person being motivated. Pay, fringe benefits, company policies and various forms of supervision are examples of extrinsic motivation.

### iii. MOTIVATIONAL IMPLICATIONS OF INTRINSIC AND EXTRINSIC REWARDS

According to Steers and Porter (1987), although most people work for some mix of intrinsic and extrinsic rewards, people clearly differ as to which is the more compelling motivational force. If a manager always praises an achievement, the motivated individual who excels largely for the feelings of intrinsic satisfaction, will begin to look on his manager as fake. Even within the extrinsic rewards arena, people look for different types of reward. Praise may be perfectly acceptable to the person motivated by the relatedness needs or affiliation, but may do nothing for the person expecting a more tangible pay-off.

Research initiated by Deci (1971) offers evidence that when too many extrinsic rewards are provided, work effort may decline. He found that the introduction of extrinsic rewards for work previously performed for intrinsic pleasure tends to reduce motivation. Over-abundant extrinsic rewards are likely to lessen the need to seek intrinsic satisfaction. People may perceive extrinsic rewards as diminishing their control of the work situation. However, if rewards serve primarily as feedback, this negative effect is minimal.

To get the best from their people, managers should emphasize anticipated reward value, whether extrinsic or intrinsic (Bratt, 1991). The manager's job is to strengthen effort-performance-reward expectancies. For employees who have difficulty attributing outcomes to their performance, managers must make sure they realize performance-reward connections and provide performance feedback.

## 2.4 CHARACTERISTICS OF MOTIVATION

Mitchell (1982) quartered by Mullins (2005) identified four characteristics, which underline the definition of motivation namely:

- Motivation is typified as an individual phenomenon: Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or the other
- Motivation is usually intentional: Motivation is assumed to be under the control of the worker, and behaviors that are influenced by motivation such as effort expended, are seen as choices of action.
- Motivation is multifaceted: The two factors of greatest importance.
  - i. What get people activated?
  - ii. The force of an individual to engage in desired behavior.
- The purpose of motivational theories is to predict behavior motivation is not behavior itself and it is not performance. Motivation concerns actions and internal and external forces, which influence a person's choice of action.

## 2.5 HISTORICAL ROOTS OF MODERN MOTIVATION THEORIES

According to Wren (1987) historically, efforts to motivate people fell into three categories and upon close inspection, appear to have changed only in application but not in theory, up to the present day. The offering ('the carrot'), negative sanctions and efforts to build a new "factory ethos" became the methods for providing motivation and discipline.

The “carrot” was the opportunity to earn more money through wage incentives; thus the employee’s pay was based on output or performance. This notion of wage incentives represented a major break with tradition. Economists of the seventeenth and eighteenth centuries of the “mercantilist”, school of Economics believed that income and the supply of were negatively related, that is, as wage rose, less labour would be forth coming. This pre-industrial revolution’s point of view justified keeping wages low to ensure an abundant and motivated workforce.

On the contrary, however, the classical economist such as Adam Smith disagreed with the tradition that the worker must be kept at the subsistence level and that the best worker was the hungriest one. Rather he thought that monetary incentives brought out the best in people and that they would work harder to get more (Steers and porter, 1997).

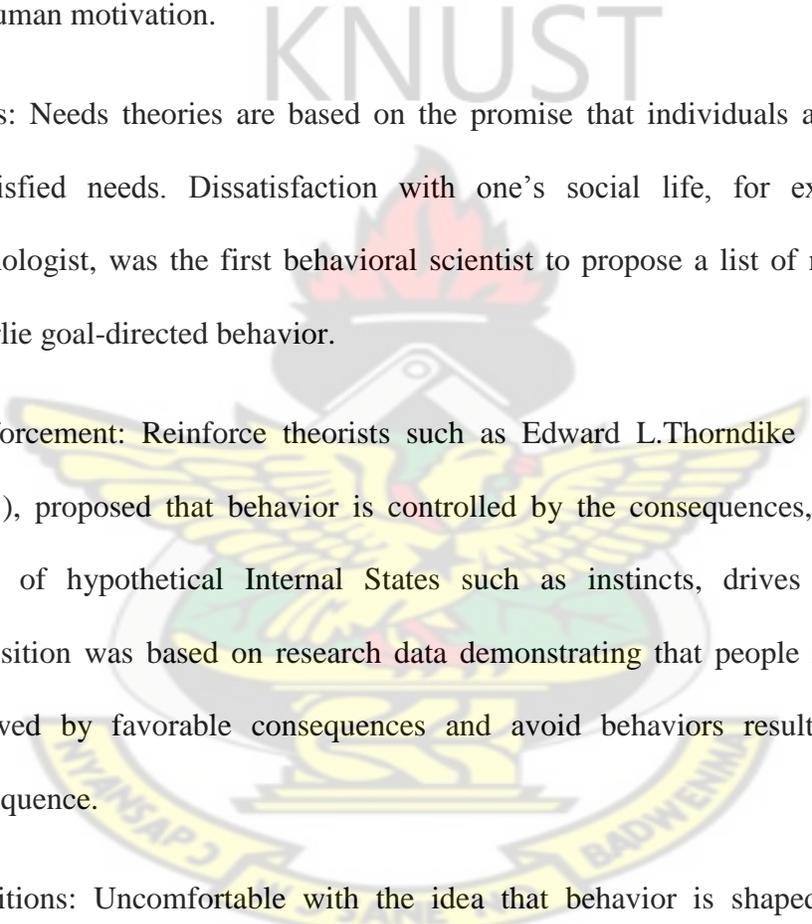
Often called the “economic man” assumption, this smithian break with mercantilisation theory brought the opportunity for individual rewards based on initiative and efforts.

The “stick”, negative sanctions became a practice for which the early industrial system was frequently criticized. Graduated fines were common methods of discipline to get workers to do the right thing.

The third method of motivation had a general conception and was oriented toward creating a new factory ethos. The goal was to use religious morals and values to create the proper work attitudes. The encouragement of moral education, even on company time and reading of “the good book”, regular church attendance and exhortations to avoid the deadly sins of laziness, sloth and avarice were methods of inculcating in the working population the right habits of industry.

According to Kreitner and Kinicki (1992), most contemporary theories of motivation are rooted partially in the principle of hedonism, which states that “people are motivated to consciously seek pleasure and avoid pain”.

Kreithner and Kinicki(1992),suggested that four ways of explaining behavior are; needs reinforcement, cognition and job characteristics, which underlie the evolution of modern theories of human motivation.

- 
- a. Needs: Needs theories are based on the promise that individuals are motivated by unsatisfied needs. Dissatisfaction with one’s social life, for example, a 1930 psychologist, was the first behavioral scientist to propose a list of needs thought to underlie goal-directed behavior.
  - b. Reinforcement: Reinforce theorists such as Edward L.Thorndike and BF Skinner (1961), proposed that behavior is controlled by the consequences, and not by the result of hypothetical Internal States such as instincts, drives or needs. This preposition was based on research data demonstrating that people repeat behaviors followed by favorable consequences and avoid behaviors resulting unfavorable consequence.
  - c. Cognitions: Uncomfortable with the idea that behavior is shaped completely by environmental consequences, cognitive motivation theorists contend that behavior is a function of beliefs, expectations, values and other mental conditions. Behavior is therefore viewed as a result of rational and conscious choices among alternative courses of action.

- d. Job Characteristics: According to this motivation theory, the task itself is said to be the key to employee motivation.

Specifically, a boring and monotonous job stifles motivation. Three ingredients of a more challenging job are variety, autonomy and decision authority. Two popular ways of adding variety and challenge to routine jobs are job enrichment (or job design) and job rotation.

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## **2.6 MOTIVATION THEORIES**

### **2.6.1 INSTRUMENTALITY THEORY:**

Instrumentality theory is the belief that if we do one thing it will lead to another. Instrumentality theory states that people work for money. The theory emerged in the second half of the nineteenth century with its emphasis on the need to rationalize work and on economic outcomes. It assumes that a person will be motivated to work if rewards and penalties are tied directly to his or her performance, thus the awards are contingent upon effective performance.

Instrumentality theory has its roots in Taylorism, i.e. the scientific management of methods of F.W. Taylor (1911), who wrote: “it’s impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay.”

This theory is based on the principle of reinforcement as influenced by skinner (1974) concept of conditioning-the theory that people can be “conditioned” to act in certain ways if

they are rewarded for behaving as required. It is also called the law of effect. Motivation using this approach has been, and still is widely adopted and can be successful in some circumstances. But it is based exclusively on a system of external controls and fails to recognize a number of other human needs.

It also fails to appreciate the fact that the formal control system can be seriously affected by the informal relationship existing between workers.

## **2.6.2 CONTENT (NEEDS) THEORY OF MOTIVATION**

Most content theories of motivation revolve around the notion that employees influence motivation. Needs are physiological or psychological deficiencies that arouse behavior. They can be strong or weak and are influenced by environmental factors. Thus human needs vary over time and place. The general idea behind need theories of motivation is that unmet needs motivate people to satisfy them.

### **2.6.1 MASLOW'S NEED HEIRACHY THEORY**

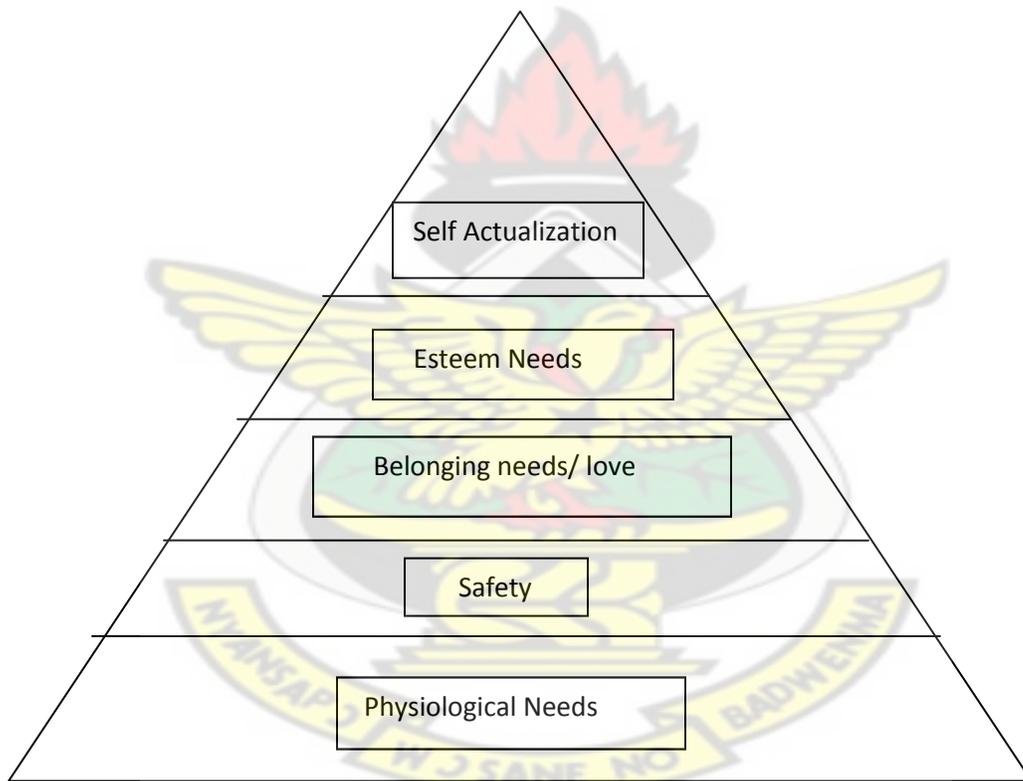
In 1943, psychologist Abraham Maslow published his now famous need theory of motivation. Although the theory was based on clinical observation of few neurotic individuals, it has subsequently been used to explain the entire spectrum of human behavior.

Maslow proposed that motivation is a function of the basic needs. These needs are:

1. Physiological: The need to have oxygen (air), food, water and sex.
2. Safety: Consists of the needs to be safe from physical and psychological harm.
3. Social: The need for love, affection and acceptance as belonging to a group.

4. Esteem: Need for reputation, prestige and recognition from others. Also contains need for self confidence and strength.
5. Self Actualization: Desire for self fulfillment. The need to develop potentialities and skills to become what one believes one is capable of becoming.

FIG. 1 A DIAGRAMATIC REPRESENTATION OF MASLOWS HIERACHY OF NEEDS



Maslow's theory of motivation states that when a lower need is satisfied, the next highest becomes dominant and the individuals attention is tuned to satisfying this higher need. The need for self-fulfillment however can never be satisfied. He said that "man is a wanting

animal” only unsatisfied need can motivate behavior and the dominant need is the prime motivation of behavior.

One of the implications of Maslow’s theory is that the higher order needs foresteem and self fulfillment provide the greatest impetus to motivation. They grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction. But the people do will not necessarily satisfy their needs, especially when they are routine.

According to Michael Armstrong (2005) Maslow’s need hierarchy has an intuitive appeal and has been very influential. Though it has been criticized for its apparent rigidity, different people may have different priority and it is difficult to accept the people’s needs progress steadily up the hierarchy.

## **2.6.2HERZBERGS TWO FACTOR THEORY**

The two –factor model of satisfiers and dissatisfiers was developed by Herzberg et al (1957) following investigation into the sources of job satisfaction and dissatisfaction of some accountants and engineers. The research sought to elicit responses from interviewees as to what made them feel exceptionally bad about their jobs and how long these feelings persisted.

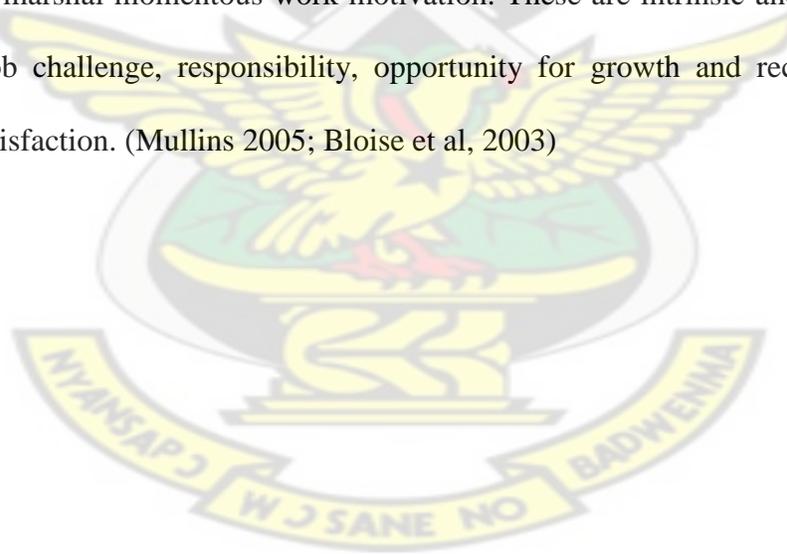
The research results or responses reveal two different factors affecting motivation and work and concluded that

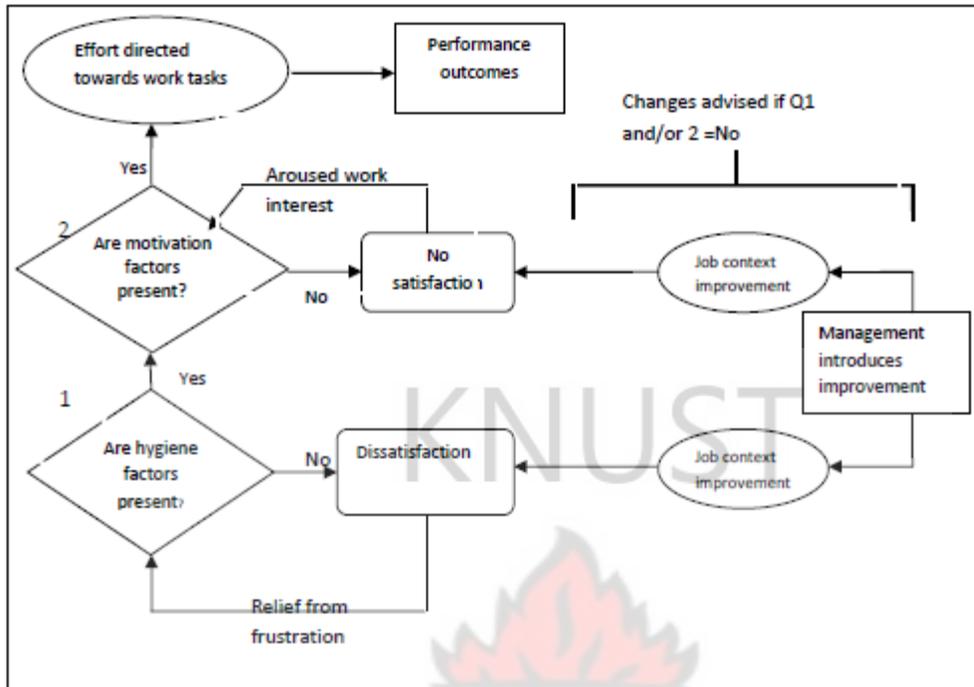
- Job satisfaction and job dissatisfaction derive from different sources

- Removing the source of dissatisfaction will not cause a person to be motivated to produce better results

Herzberg blended the two premises into the dual factor explanation of motivation and referred to them as Hygiene factors: These are the basic factors surrounding the job and can trigger dissatisfaction when not adequate. The factors include, job security, working condition, quality of supervision, interpersonal relationships, adequacy of pay and fringe benefits. These factors are extrinsic or external and when present produces a neutral feeling with realization that the basic maintenance needs are taken care of and trigger dissatisfaction when lacking.

Motivators: According to Herzberg an individual feels the potential for satisfaction if he or she is able to marshal momentous work motivation. These are intrinsic and unique to every individual. Job challenge, responsibility, opportunity for growth and recognition provide feelings of satisfaction. (Mullins 2005; Bloise et al, 2003)





**Fig 2** Herzberg Dual Factor Theory of Motivation (Bloisi et al, 2003)

### 2.6.3 PROCESS THEORY (COGNITIVE THEORY)

In the process theory, the emphasis is on the psychological process or forces that affect motivation as well. According to Guest (1992), provides a much more relevant approach to motivation than the theories of Maslow and Herzberg which he suggest, have been shown by extensive research to be wrong.

Process or cognitive theory can certainly be useful to managers than needs theory because it provides more realistic guidance on motivation techniques. The processes are:

- Expectation (expectancy theory)
- Goal achievement (goal theory)
- Feeling about equity ( equity theory)

## 2.6.4 EXPECTANCY THEORY

This theory is also known as Valency-Instrumentally which was formulated by vroom (1964)

Valency: stands for value. The theory suggests that an individual which considers the outcomes associated to various levels to performance (from an entire spectrum of performance possibilities and elect to pursue the level that generates the greatest reward for him or her.

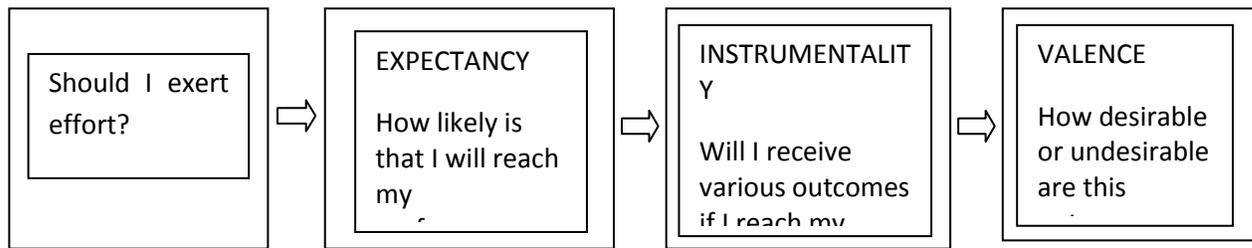
It can further be explained as the attractiveness of or preference for a particular outcome to which they are expected to lead of which accumulation of wealth from money is an example (Mullins, 2005)

Instrumentality: is the belief that if we do one thing (a high level of performance for example) it will lead to another outcome (a reward)

Instrumentality may range from a probability of 1.0 (meaning that the attainment of the second outcome (the reward) is certain if the first outcome (excellent job performance is attained)

Expectancy: According to (Armstrong, 2006) expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. It is a relationship between a chosen course of action and the associated predicted outcome. Individuals with this develop a perception of the degree of probability that the choice of a particular action will really lead to desired outcome (Mullins, 2005)

## A Graphical representation of expectancy theory



(Werner and Desimone, 2006)

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### 2.6.5 APPLICATION OF EXPECTANCY THEORY

Expectancy theory as described earlier in this states that motivation will be strong if individuals can reasonably expect that their efforts and contributions will produce worthwhile rewards.

This theory was developed by porker and Lawler into an expectancy model which suggests that there are two factors determining the effort people put into their jobs:

1. The values of the rewards to individuals in so far as they satisfy their needs for security, social esteem, authority and self actualization.
2. The probability that rewards depend on effort as perceived by individual in other words, his or her expectations about the relationship between effort and reward.

Thus the greater the value of a set reward and the higher the probability that receiving each of these rewards depend upon effort, the greater the effort that while put forth in a given situation.

## 2.6.5 GOAL THEORY

Goal theory as developed by Latham and Locke (1979) states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

Erez and Zidon (1984) emphasized the need for acceptance of and commitment to goals. They found that, as long as they agreed, demanding goals lead to better performance than easy ones. Erez (1997) also emphasized the importance of feedback. As Robertson et al (1992) point out:

Goals inform individuals to achieve particular levels of performance, in order for them to direct and evaluate their actions; while performance feedback allows the individual to track how well he or she has been doing in relation to the goal, so that, if necessary, adjustments in effort, direction or possibly task strategies can be made.

Perry (2000) conferred that some characteristics of public organization's goals such as goal clarity or goal ambiguity, influence public service motivation. He developed a process theory of public service motivation in which the critical variables were divided into four categories: Socio-historical context, motivational context, Individual characteristics and behavior.

Rainey (1993) argued the possibility that ambiguous goals can frustrate public employees' service or altruistic motives since it can be difficult to see the effect of their work efforts.

Perry Hondeghem (2008) propose that public sector leaders and managers can gain organizational value from public service motivation by setting clear public service goals, and by translating broad public service missions into clear and meaningful work expectations.

Goal setting theory explains how goals influence work motivation (Katzell and Thompson 1990; Mitchell 1997; Wright 2007). The theory posits that two primary factors explain the relationship between goals and employees' motivation: goal content and goal – related job attitudes (Wright 2007; Vancouver and Schmitt 1991. Goal content specifies what is to be attained and has at least five dimensions including specificity, proximity, difficulty, complexity and conflict (Locke and Latham 2002; Lee, Locke, and Latham 1989; Bandura 1989).

### **2.6.6EQUITY THEORY**

According to Werner and Desimone, equity theory predicts that employees who believe they are being treated fairly (a judgment called equity) will be motivated to continue their present performance and behavior patterns, whereas employees who believe they are victims of inequity will search for way to reduce their feelings of unfairness.

Equity theory argues that satisfaction is related to perceptions about the ratio between what one receives from the job( outcome in the form of pay) to what one puts into it( inputs in the form of efforts and skill) compared with ratios obtained by others.(Armstrong and Helen Murrllis,2004)

Equity theory is related to discrepancy theory which as stated by Lawler indicates that satisfaction with pay depends on the difference between the pay people receive and what they feel they ought to receive.

Equity theory, however, emphasizes that these feelings are based on compassions. The significance of equity was also emphasized by Jaques. He stated that:

1. There exists an unrecognized system of norms of fair payment being shared among the population engaged in employment, and that.
2. An individual is unconsciously aware of his own potential capacity for work, as well as the equitable pay level for that work. Jaques called this the felt-fair principle which states that, to be equitable, pay must be felt to match the level of work and the capacity of individual to do work.

### **2.6.7 REINFORCEMENT THEORY: A NON COGNITIVE THEORY OF MOTIVATION**

This theory is rooted in behaviorism, which attempts to explain behavior without referring to unobservable internal forces such as needs or thoughts (Werner and Desimone 2006)

Behaviorism seek to explain behavior by forcing only on things that can be directly observed, the behavior itself and environmental events that precede and follow the behavior.

Reinforcement theory argues that behavior is a function of its consequences. This is based on the law of effect, which states that behavior that is followed by a pleasurable consequence

will occur more frequently (a process called reinforcement) and behavior that is followed by an aversive consequence will occur less frequently.

According to reinforcement theory, a manager can control an employee's behavior by controlling the consequence that follows the employee's behavior.

Reinforcement theory can be applied using a set of techniques known as behavior modification. Behavior modification suggests four choices for controlling an employee's behavior.

1. Positive reinforcement refers to increasing the frequency of a behavior by following the behavior with a pleasurable consequence.
2. Negative reinforcement increases the frequency of a behavior by removing something aversive after the behavior is performed.
3. Extinction seeks to decrease the frequency of a behavior by removing the consequence that is reinforcing it.
4. Punishment seeks to decrease the frequency of a behavior by introducing the frequency of a behavior by introducing an aversive consequence immediately after the behaviorism.

## **2.7 MOTIVATION STRATEGY**

Motivation strategy should aim to increase the effective contribution of members of the organization in achieving its objective. Motivation strategy will refer to the performance of management and reward systems and in particular to the type and scale of financial

incentives which are to be provided. But it will also be concerned with other process which should yield favorable attitudes including job design participation, joint objective setting career development and any other processes relating to the individual need to achieve and maintain a sense of personal wealth and importance. Motivation is also affected by the quality of leadership in an organization therefore the selection, training and development of effective leaders should be part of the strategy. (Armstrong, 1997)

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**MOTIVATION STRATEGY**

<b>Factors affecting motivation strategies</b>	<b>The HR contribution</b>
<ul style="list-style-type: none"> <li>The complexity of the process of motivation means that simplistic approaches based on instrumentality theory are unlikely to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Avoid the trap of developing or supporting strategies that offer prescriptions for motivation based on a simplistic view of the process or fail to recognize individual differences</li> </ul>
<ul style="list-style-type: none"> <li>People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition</li> </ul>	<ul style="list-style-type: none"> <li>Encourage the development of performance management process which provide opportunities to agree expectations and give positive feedback an accomplishments</li> <li>Develop reward systems which provide opportunities for both financial and non-financial rewards to recognize achievements. Bear in mind, however, that financial rewards system are not necessarily appropriate and the lessons of expectancy, goal and equity theory need to be taken into account in designing and operating them</li> </ul>
<ul style="list-style-type: none"> <li>The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy, and scope for the use of skills and competencies should be recognized</li> </ul>	<ul style="list-style-type: none"> <li>Advise on processes for the design of jobs which take account of the factors affecting the motivation to work, providing for job enrichment in the shape of variety, decision-making responsibility and as much control as possible in carrying out the work</li> </ul>
<ul style="list-style-type: none"> <li>The need for the opportunities to grow by developing abilities and careers.</li> </ul>	<ul style="list-style-type: none"> <li>Provide facilities and opportunities for learning through such means as personal development planning processes as well as more formal training</li> <li>Develop career planning processes</li> </ul>
<ul style="list-style-type: none"> <li>The cultural environment of the organization in the shape of its values and norms will influence the impact of any attempts to motivate people by direct and indirect means</li> </ul>	<ul style="list-style-type: none"> <li>Advise on the development of a culture which supports process of valuing and rewarding employees</li> </ul>
<ul style="list-style-type: none"> <li>Motivation will be enhanced by leadership which sets the direction, encourages and simulates achievement, and provide support to employees in their efforts to reach goals and improve their performance generally</li> </ul>	<ul style="list-style-type: none"> <li>Devise competency frameworks which focus on leadership qualities and team leaders</li> <li>Ensure that leadership potential is identified through performances management and assessment centres</li> <li>Provide guidance and training to develop leadership qualities</li> </ul>

## 2.7.1 MOTIVATION AND MONEY

According to Decenzo and Robins(1995), the primary reason why most individuals work is to get money. Money in the form of pay or some other sort of remuneration is the most obvious intrinsic reward. Money provides the carrot that most people want. Doubt has been cast by Herzberg Etal (1957) on the effectiveness of money because, they claim, while the lack of it can course dissatisfaction, its provision does not result in lasting satisfaction. There is something in this especially for people on fixed salary or rate of pay who do not benefit directly form an incentive scheme. They may feel good when they gets an increase; apart from the extra money, it is a highly tangible form of recognition an effective means of helping people to feel that they are valued. But this feeling of euphoria can rapidly die away, other dissatisfaction from Herzberg list of hygiene factors, such working conditions or the quality of management, can loom larger in some people minds when they fail to get the satisfaction they need from the work itself, however it must be re-emphasize that different people have different needs and wants and Herzberg two factor theory has not been validated, some will be much more motivated by money than others. What cannot be assume is that money motivates everyone in the same way and to the same extent. Thus, it is naïve to think that the introduction of a performance related pay scheme will miraculously transform everyone overnight into well motivated high performing individual.

Nevertheless, money provides the means to achieve a number of different ends. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. It clearly satisfies basic needs for survival and security, if it is coming in regularly. It can also satisfy the need for self-esteem and status-money can set you in a grade apart from your

fellows, and it can buy you things they cannot to build up your prestige. Money satisfies the less desirable but still prevalent drives of acquisitiveness and cupidity.

Money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to symbolize so many intangible goals. It acts as a symbolic in different ways for different people and for the same person at different times. As noted by Goldthorpe Etal (1968). From their research into the affluent “worker”, pay is the dominant factor in the choice of employer and consideration of pay seem most powerful in binding people to their present job.

Workers pay has a direct effect on productivity; more pay results in more productive work. (Mojahed, 2005)

Do financial incentives motivate people? The answer is yes. For those people that are strongly motivated by money and whose expectation that their need will receive a financial reward.

It can be argued that extrinsic reward may erode intrinsic interest. People who work just for money could find their task less pleasurable and may not therefore do them so well.

Multiplicities of factors are involved in performance improvements and many of those factors are interdependence. Money can therefore prove positive motivation in the right circumstances, because not only people need money but also it serves as intangible means of recognition. It can also be argued that money may be a factor in attracting people to organizations and influence their retention. But badly designed and managed pay systems can de-motivate. Another researcher in this area was Jaques (1961) who emphasize the need for such systems to be perceived as being fair and equitable. In other words, the rewards should

be related to efforts or level of responsibility and people should not receive less money than they deserve compare with their fellow workers. Jaques called this the felt-the felt fair principle. (Michael Amstrong, 2006)

## **2.8 MOTIVATION AND PRODUCTIVITY**

A Companies productivity level is a reflection of its success and this depends on the motivation of workers. Productivity has been an essential contribution to corporate success. This is a result of its direct translation into cost savings and profitability. Productivity has always been a key to long-term growth and sustainable improvement in economic growth and development. It generates non-inflationary increases in wages and salaries. (Mojahed 2005). An enhance productivity as a positive effect on a gross domestic product (GDP) of every nation.

It is often said that the best businesses have the best-motivatedworkers. Well-motivated employees are usually characterized by:

- Higher productivity (i.e. they produce more for a given level of resources than poorly motivated workers do.)
- Better quality work with less wastage, A greater sense of urgency (things happen quicker when they need to),
- More employee feedback and suggestions made for improvements.(motivated workers take more ownership of their work),
- More feedback demanded from supervisors and management, Working at 80%-95% of their ability. (Dipak Kumar Bhattacharyya, 2007)

Productivity is a measure of performance that indicates how many inputs it takes to produce or create an output.

This can be mathematically express as follows:

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}} \quad (\text{Heizer and Render, 1999})$$

For companies, higher productivity that is doing more with less, results in lower costs. In turn doing more with less can lead to lower prices, fast services, higher market share and higher profits. (Chuck Williams)

Increasing payroll costs and competition in the global market place have caused managers to search for ways to increase productivity by linking compensation to employees' performance. High performance requires much more than motivation.

Ability, adequate equipment, good physical working condition, effective leadership and management, health, safety and other conditions all help raise performance levels but employees' motivation to work harder and better is obviously an important factor. (Ivancevich, 2004).

Motivation either through intrinsic or extrinsic reinforcers, contributes to employee

Satisfaction or thus enhances performance and productivity. The level of motivation of workers represents the potential human energy available for production purposes. The mobilization and channelization of this energy makes it imperative for the management to

activate its source by the application of incentives .The magnitude of incentives required is negatively related to the motivation level, the higher the level of motivation of workers, the higher their productivity potential. Suppose there are two workers with different levels of motivation but almost identical levels of ability. The worker with the higher level of motivation will require less incentive than the other to achieve the same level of productivity. The nature of incentives required will also vary in type's terms of the types of needs predominant among people. Accordingly, to provide optimal incentives for people at work to achieve desirable results, the management must understand the prevailing level and the nature of motives. Without such information, it would not be possible to use suitable incentives, both tangible and intangible, to effectively mobilize and direct human efforts toward the attainment of organizational goals.

## **2.9PUBLIC SERVICE MOTIVATION**

In public management, empirical research about Public Service Motivation has increased over the years as matter of fact; it is one of the fundamental concepts of

Human resource management in the public sector (Coursey and Pandey 2007a). Public Service Motivation was initially defined as “the individual's predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations” (Perry and Wise 1990,). Public Service Motivation represents "the beliefs, values and attitudes that go beyond self-interest and organizational interest that concern the interest of a larger political entity and that motivate individuals to act accordingly whenever appropriate" (Vandenabeele 2007a, 54).

According to a Public Service Motivation perspective, the motivation of public employees is oriented toward the realization of the values and goals of public service through an identification process. Values and goals of public service are part of the self-definition of certain public employees and determine the justification of their behavior. Surprisingly, few studies have tested the assumption that Public Service Motivation has an effect on work Motivation. Vandenberg and his colleagues tested non-sector-specific motivation theories. Their results show that Public Service Motivation is an important and particular element of the motivational characteristics of public employees (Vandenberg et al. 2004).

Taylor's study is also a dimensional analysis of Public Service Motivation in relation to work outcomes (Taylor, 2007).

Public Service Motivation is just one specific factor explaining work motivation and several other motivational factors do have an effect on work behaviour of public employees (Vandenberg and Ban 2009).

Both material incentives and team relations may play a very important role in the motivational process of public servants. Comparative studies of the motivational patterns of public and private sector employees' motives (Solomon 1986; Jurkiewicz, Massey, and Brown 1998) clearly suggest the appropriateness of an approach into these motivational patterns.

## **MATERIAL INCENTIVES**

Since the seminal book of Deci and Ryan, the distinction between intrinsic drives and extrinsic factors has become a classic among motivation theories (Deci and Ryan 1985).

While the former refer to the inherent satisfaction linked with undertaking an activity, the

Latter concern the outcomes of this activity (Ryan and Deci 2000). Comparative studies have consistently demonstrated that public employees have different motives from private ones. In particular, they are more inclined to disregard extrinsic elements such as pay and monetary rewards and to value intrinsic job characteristics.

Furthermore, empirical studies indicate that an increase in extrinsic motivators may even reduce the positive impacts of intrinsic factors on work motivation. Such a “crowding-out effect” (Frey and Jegen, 2001) was observed in different institutional settings and might explain the (partial) failure of performance-related pay reward schemes to enhance the motivational level of public servants and the performance of public organizations (Weibel, Rost, and Osterloh 2009; OECD 2005; Perry, Engbers, and Jun 2009). For instance, the study of Marsden and his team of civil servants clearly show that public employees are skeptical about the usefulness of performance-related pay: they doubt both its incentive and its rewarding effects (Marsden, French, and Kubo 2001). Moreover, performance-related pay has missed its expected goal, has a detrimental effect and can even de-motivate public servants as it undermines intrinsically motivated public employees (Marsden and Richardson 1992)

### **TEAM RELATIONS AND SUPPORT**

According to the psychological literature, the appropriate perspective on intrinsic motivation considers that need-based components, opportunities and incentives that fulfill the higher-level needs of individuals are intrinsic factors (Bright 2009). Public Service Motivation can obviously be seen as an intrinsic motivator in public management due to its capacity to fulfill higher order needs (Perry and Wise 1990). However, other intrinsic

motivators are also relevant in the public sectorsuch as team relations and support. The intrinsic-extrinsic dichotomy is rooted in the self-determination theory of motivation (Deci and Ryan 1985) which argues that individuals are driven by the search for competences, autonomy and relatedness (Deci and Ryan 2000). One of the most critical factors in the directenvironment of a public employee is colleagues and superiors (Perry and Porter 1982). Frenchsociology of work reminds us that socialization at work is important in terms of identity construction (Dubar 2005; Garner, Méda, and Senik 2006; Sainsaulieu 1988; Dubar 1992); itis also a strong factor in well-being in the work setting. Moreover, scientific literatureregarding Human resource management practices points out the importance of such socio-relational components inthe building of an organizational culture, which stimulates creativity and innovation (Martinsand Terblanche 2003). Thus Human resource management practices or practitioners should promote working conditions that enablethe employee's identification with organizational objectives. The relevance of this approach issupported by empirical studies suggesting that, the adoption of such HRM systems leads tobetter production and financial results. (Delaney and Huselid 1996; Ichniowski, Shaw, andPrennushi 1997) stimulates creativity and innovation within organizational structures,(Andriopoulos 2001; Jimenez-Jimenez and Sanz-Valle 2005) and induces employees to adoptdiscretionary behaviour in line with the interests of the organization (MacDuffie 1995).The second one concerns the recognition processes by colleagues and superiors and highlightssubjective and affective elements of work motivation. This relational process, founded in humanist perspective of work relations, has been defined as follows: Recognition is a reactionexpressed within the short term after a specific or general action or behavior, which theindividual perceives to merit a positive and personalized response

(Bouncier and Palobart1997). Such positive feedback is a determinant element of motivation and performance for themembers of the working team (Stajkovic 2003; Lamontagne 2006). In a survey of 1689employees of credit institutions, Ellen M. Whitener also found a significant statistical relationshipbetween the degree of organizational commitment and employees' perception oforganizational support (Whitener 2001). For many scholars, it is important, or even vital, tohave positive experiences at work to enhance the development of organizational commitmentand work motivation. One of the principal mechanisms by which these experiences of worklead to such a desirable outcome is a feeling of being supported and valued. This feeling is thecore of the concept of perceived organizational support, which measures employees': "globalbeliefs concerning the extent to which the organization values their contributions and caresabout their well-being" (Eisenberger et al. 1986, 501). Employees are grateful for the supportthey receive, feel indebted to their enterprise and respond to the favourable treatment theyreceive by showing a stronger commitment to their employer (Eisenberger, Fasolo, andDavis-LaMastro 1990). This psychological mechanism contributes to the consolidation ofsocial exchange, and is linked to commitment variable by extension to turnoverintentions. This link has been established on several occasions (Hutchison 1997; Eisenberger,Fasolo, and Davis-LaMastro 1990; Eisenberger et al. 2001; Guzzo, Noonan, and Elron 1994;Shore and Tetrick 1991; Shore and Wayne 1993). Results from comparative studies give an idea about how important it is for publicemployees to interact in a supportive environment (Buelens and Van den Broeck 2007). Employees value the possibility of having good interpersonal relationships withcolleagues and co-workers more than their private counterparts. (Posner and Schmidt 1996;Khojasteh 1993). In the same vein, recognition from colleagues and superiors has very

strong motivational potential in the public sector (Khojasteh 1993; Rainey 1982). Hence, affiliation with colleagues is important for public employees (Vandenabeele et al. 2004). These empirical results generally confirm that socio-relational elements, such as inclusion in a team and good relationships within this working team, are crucial factors influencing work motivation. Hence, recognition from superiors or colleagues represents a non-pecuniary reward for employees, fulfilling their need for affiliation and relatedness. Those components some other motivational factors are clearly features within the public sector. For instance, job security is important to most public employees. Similarly, a positive indication of work-life balance has been interpreted as a specific factor of motivation in the public sector (Buelens and Vanden Broeck 2007; Lindorff 2009; Worrall and Cooper 2007; Worrall, Cooper, and Campbell-Jamison 200).

Research suggests that management of public sector should concentrate on promoting affective commitment of their employees to the organization. In other words, managers should focus on cultivating employees' interests, attitudes, or emotional values as they relate to their work in the public sector. Public managers can elicit affective commitment through extensive work on their organizational culture, socialization process, and efforts to meet employee expectations. "Public employee motives and commitment are primarily based on their identification with and involvement in their public organizations. If public sector directors, carefully work to socialize their employees into the culture of their organizations, ensure they "buy in" to the mission, and work carefully to help meet employee expectations, then employees will begin to identify with their organizations and feel motivated.

Another key factor, which must be considered when motivating public sector employee relates to feedback. "Feedback, or telling employees how well they are performing, is an

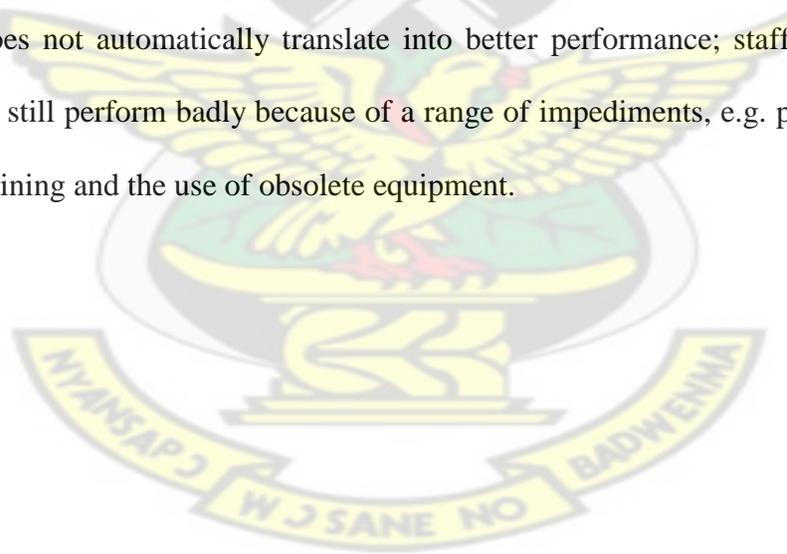
essential element for effective organizational functioning. Feedback affects both employee motivation and performance” (Yeager, Rabin, and Vocino, 1985)Yeager et al. (1985) found that adequate feedback has positive impacts on motivation in general, effort, goal setting, performance adjustment and improvement, and goal attainment. Further, these researchers found, “Those in high feedback situations make greater use of their profession as a reference group and develop a greater sense of calling or dedication to their profession than their peers working in non feedback work settings” (Yeager et al., 1985, p. 573). In many work situations, feedback is given only when an individual makes a mistake or does not meet the expectations of his supervisor. When employees demonstrate positive job performance, it is not always readily recognized. If public sectors make better effort to provide feedback, particularly emphasizing the positive, they may begin to notice a higher level of motivation among their staff members. Since feedback is an easy-to-use, nearly cost-free reward, it should not be overlooked. Managers and directors must provide feedback to their employees not only through newsletters but also utilize informal praise and comments and develop employee recognition programs for jobs well done.

Research also supports the claim that employees are more highly motivated when they have a clear understanding of their work goals and feel they are attainable. Wright (2007) conducted a study designed to analyze employee work motivation and performance in the public sector. In this study, 807 public employees who self-identified as managers and professionals with pay grades typically associated with that type of work were surveyed. He found that public employees are more motivated to perform their work when they have clearly understood that

the tasks are challenging, important and achievable. Wright (2007) further concluded, “...individuals are more committed to their performance objectives when they believe those objectives are achievable and will result in important outcomes for themselves or, to the extent they are committed to organizational goals, the organization in which they work”

Public servants are more highly motivated by intrinsic rewards such as the simple pleasure received from performing a job or the sense of satisfaction rather than receiving extrinsic rewards such as salary. Further, research shows that public servants prefer the supporting work environment often found in public service settings as well as stable duties and hours, which allow them to achieve a satisfactory work-family balance for themselves.

In order to maintain a high level of motivation among employees, managers must utilize a variety of techniques. However, Marsden and Richardson (1994) caution that, “Better motivation does not automatically translate into better performance; staff might be highly motivated but still perform badly because of a range of impediments, e.g. poor management, inadequate training and the use of obsolete equipment.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter discusses the methods employed for the study. This involves the description of the population and the sample size, the instruments used for the collection of data, the administration of the instrument and the limitations of the study.

#### **3.1 POPULATION STUDIED**

Population studied included staff and management of Ghana Airports Company Limited.

#### **3.2 SAMPLE AND SAMPLING PROCEDURES**

Sample size of 80 was selected using the stratified sampling method. The choice of this sampling procedure was because it has no personal bias and it is scientific and objective. Under this method, the researcher categorized the staff of Ghana Airports Company Limited according to their already existing departments namely (Human Resources, Operations, Marketing and security departments).

The raw data from the field survey was entered into Microsoft Excel office 2010XP-intergraded and the results and its analyses are presented in chapter four (4) of this work.

### **3.3 INSTRUMENTS USED**

The instrument the researcher used for the collection of data from the respondents was a questionnaire. Two sets of questionnaire were prepared which comprised both close-ended questions and open-ended questions. The open-ended questions were meant to solicit the respondents own opinions on certain aspects of the study such as how do you motivate your employees to give out their best, how is motivational strategies related to productivity.

The close -ended questions were meant to ensure that the respondents chose the options with which they agreed most. In all 80 copies of questionnaire were administered to respondents to solicit their views .60 copies of questionnaire made up of 20 items were distributed to general staff. A set of 20 questionnaires with 20 items was administered to management.

### **3.4 ADMINISTRATION OF THE INSTRUMENT**

The researcher personally distributed the questionnaires to the respondents. Copies of questionnaires were given out to them to fill in for at least 40 minutes and at most, 24hours. The respondents were contacted on one-on-one basis to ascertain information on the impact of motivational strategies on productivity at Ghana Airports Company Limited. It became necessary in some cases to seek official assistance in getting an offer to complete questionnaires. The official approval had to be sought to assure respondents that the study was for academic purpose and that information provided will be treated as confidential.

### **3.5 INSTRUMENT VALIDITY AND RELIABILITY**

Instrument Validity pertains to the ability to accurately measure what it intends to measure based on objectives of the study. Due to this, the questionnaires that were sent out were discussed by the researcher with the respondents. The researcher gave explanation to the respondents before they answered the questionnaires. This was purposely done to achieve the meaning of data reliability.

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### **3.6 DATA ANALYSIS**

Data analyses were done by the use of Microsoft Excel office 2010XP-intergraded. In order to ensure logical completeness and consistency of responses, the researcher carried out data editing. Identified mistakes and data gaps were rectified. The technique for data analysis was the frequency distribution and percentages, which were used to determine the proportion of respondents choosing the various responses. This was done for each group of items relating to the research questions. The proportions showed the popular views of employees on the various sub-issues. Tables, charts and graphs were also used to ensure easy comprehension of the analysis.

### **3.7 LIMITATION OF THE STUDY**

The research topic is a big challenge facing most organizations therefore a study of this nature should have covered a wider area, however, due to financial problems and time

constraints not all areas could be included in the study. The researcher therefore limited the study to Ghana Airports Company Limited.

### **3.8 BRIEF HISTORY –GHANA AIRPORTS COMPANY LIMITED**

The Ghana Airports Company Limited (GACL) was established as result of the decoupling of the existing Ghana Civil Aviation Authority (GCAA). The company was registered in January 2006 with the responsibility for planning, developing, managing, and maintaining all Airports and Aerodromes in Ghana namely Kotoka International Airport (KIA), and theregional airports namely Kumasi, Tamale, Sunyani, as well as various airstrips. The company commenced business on 1<sup>st</sup> January 2007.

#### **MISSION**

To provide and match world class airport facilities and services to meet the needs of our valued customers and the expectations and cutting edge solutions provided by a well-trained and motivated staff.

**VISION:** Kotoka International airport to become the gateway and hub to the West African region

#### **VALUE STATEMENTS IN SUPPORT OF VISION**

- a. Safety and security in all aspects of operations;
- b. Quality and excellence in service delivery;

- c. Integrity and trust in our business transactions;
- d. Social and environmentally responsible practices;
- e. Team-work and people-oriented policies;

## **CORPORATE OBJECTIVES**

- a. Corporate objectives and goals impacting on marketing activities are:
- b. Develop, manage and maintain airport services and facilities that are necessary and desirable for efficient and effective operations of airports and airstrips in Ghana.
- c. Secure and regularize title to all airports in Ghana.
- d. To optimize non-aeronautical revenue, bridle our expenditure to generate a net-margin of 20%, to finance our growth. This will be achieved through keeping:
- e. Reducing employees cost from 42% in 200g to 35% of total revenue in 2010.  
  
Maintaining operating and general and administrative expenses at 30% of t
- f. he total revenue
- g. Provide excellent customer services
- h. Facilitate airlines' operations of passenger and cargo.
- i. Provide safety and security for aircraft, passengers, cargo and other stakeholders in accordance with best international standards.
- j. Partner relevant stakeholders in the development of passenger and cargo traffic through our airports, through private-public-partnership.
- k. Coordinate the operations of other agencies that provide support services in the airport to enhance overall efficiency.

- l. Conduct our operations in a social and environmentally friendly manner.
- m. Train, develop and motivate our human resources to achieve our corporate objectives.

## **ORGANISATIONAL STRUCTURE**

The governing body of GACL is board which reports to the ministry of transport. The company is structured into the following departments: finance and planning, human resources, commercial services and legal, all headed by directors who report directly to Managing Director (MD). Aviation security, technical services and airport operations are also departments headed by directors who however report to the Managing Director (MD) through the Deputy Managing Director. All the departments are headed by managers who report to their departmental heads.

The internal Audit Department is the only department headed by a director who reports directly to the board.

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION OF RESULTS

#### 4.0 INTRODUCTION

In this chapter, the primary data collected by means of questionnaires and personal interviews administered to employees of Ghana Airport Company Limited is analyzed and discussed.

Analyzing the data is to provide meaning to the raw data collected. The method of data illustration used to express the different opinions in detail, involve the use of graphs, tables and diagrams.

#### 4.1 BIO DATA

The background characteristics covered age, sex, and academic qualification for respondents.

**Table 4.1.1 AGE**

AGE	FREQUENCY	PERCENTAGE
20-30	15	19
31-40	45	56
41-50	12	15
50+	8	10
<b>TOTAL</b>	<b>80</b>	<b>100</b>

Source: Field data 2011

Table 4.1.1 reveals that, the greater number of personnel (56%) who answered the questionnaires were employees in the 31-40 year group. As depicted, also the lowest age profile is 50 year and above group with a representation of only 10%. It implies also that majority of Ghana Airport's company workforce are the young and vibrant. This is illustrated in figure 1 below.

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Figure 3: Age of respondents

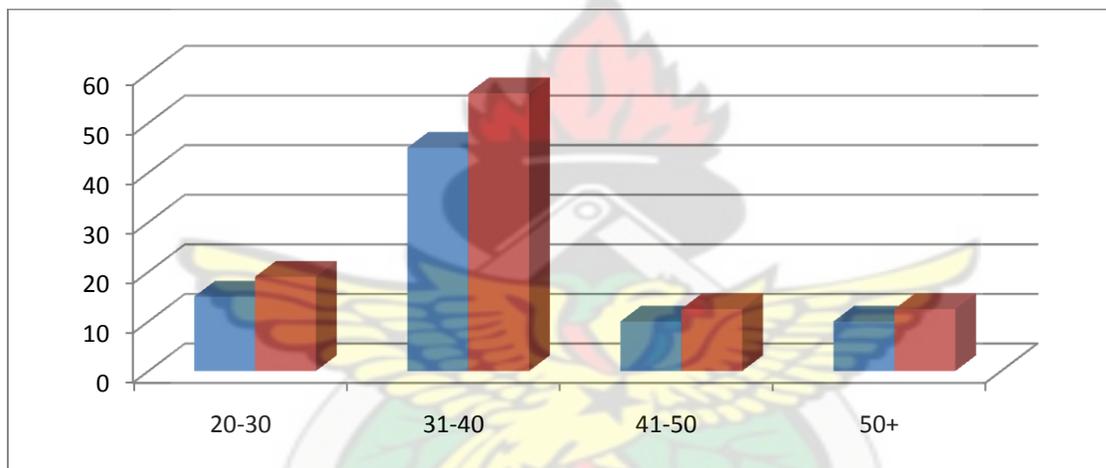


Table 4.1.2

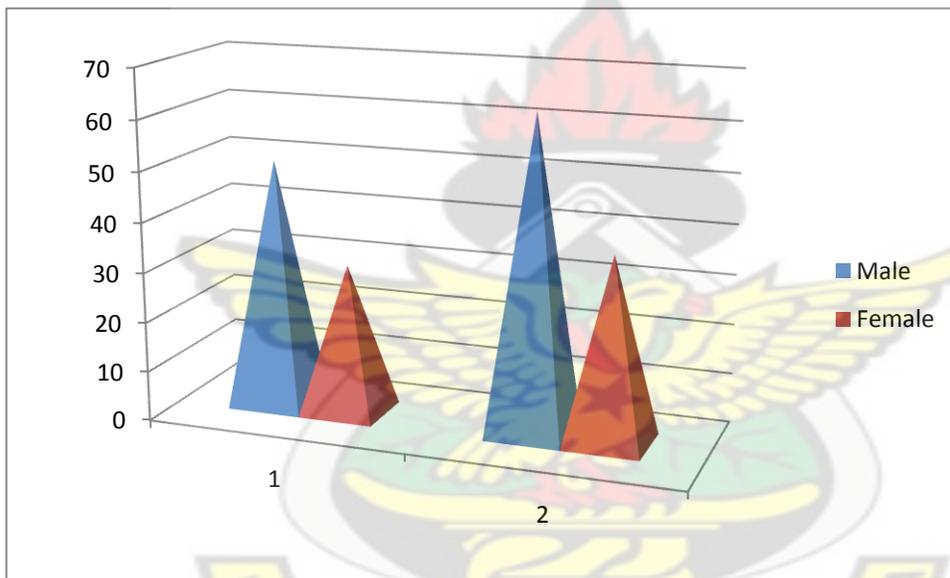
Gender	FREQUENCY	PERCENTAGE
Male	50	63
Female	30	37
<b>TOTAL</b>	<b>80</b>	<b>100</b>

Source: Field data 2011

Table 4.1.2 and figure 4.1.2 reveals that out of the 80 respondents as sample size, 50 representing 63% were males while 30 representing 37% were females. The difference is not too bad but encouraging. However, the research is not based on any one particular gender but it has been generalized to give a more specific depiction on the impact of motivation on productivity in order to increase employee efficiency at work.

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**Figure 4:** Gender of respondent



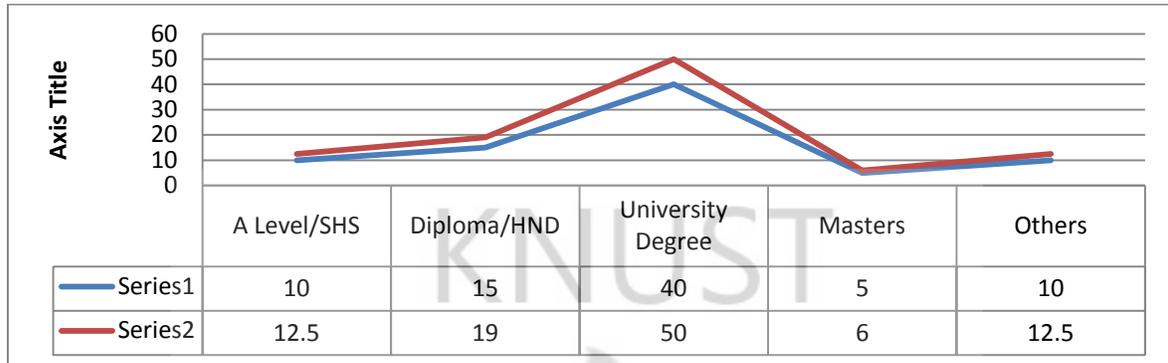
**Table 4.1.3**

<b>Qualification</b>	<b>No of respondents</b>	<b>Percentage (%)</b>
A Level/SHS	10	12.5
Diploma/HND	15	19
University Degree	40	50
Masters	5	6
Others	10	12.5
Total	80	100

Source: Field data 2011

From table 4.1.3 and figure 4.1.3, predicts that respondents sampled were mainly Degree holders 50%. Other professionals were 12.5% as well as Diploma holders 19% the rest were masters and secondary or A level holders. With these figures, it can be said that the employees are mostly highly educated. It was established that most of them are attaining higher studies, which can go a long way to strengthen the Ghana Airport's company.

**Figure 5:** Educational level of respondents



**Table 4.1.4**

Level of Involvement	Respondent	Percentage (%)
0-5	15	19
6-10	45	56
11-20	15	19
21-30	5	6
30+	0	0
<b>Total</b>	80	100

Source: Field data 2011

**Figure 6:** Level of respondents

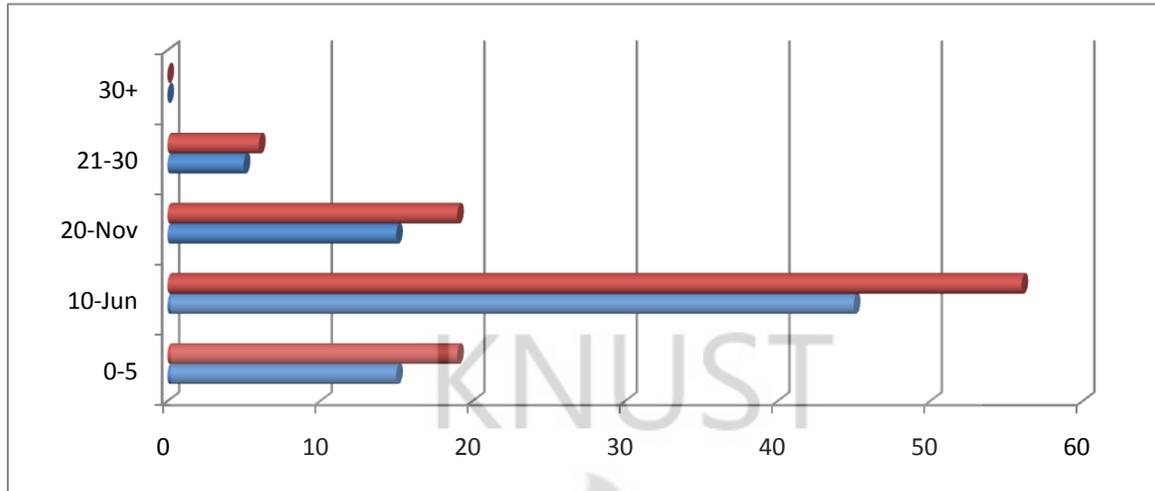


Table 4.1.4 gives information about the number of years the respondents have been working with the company.

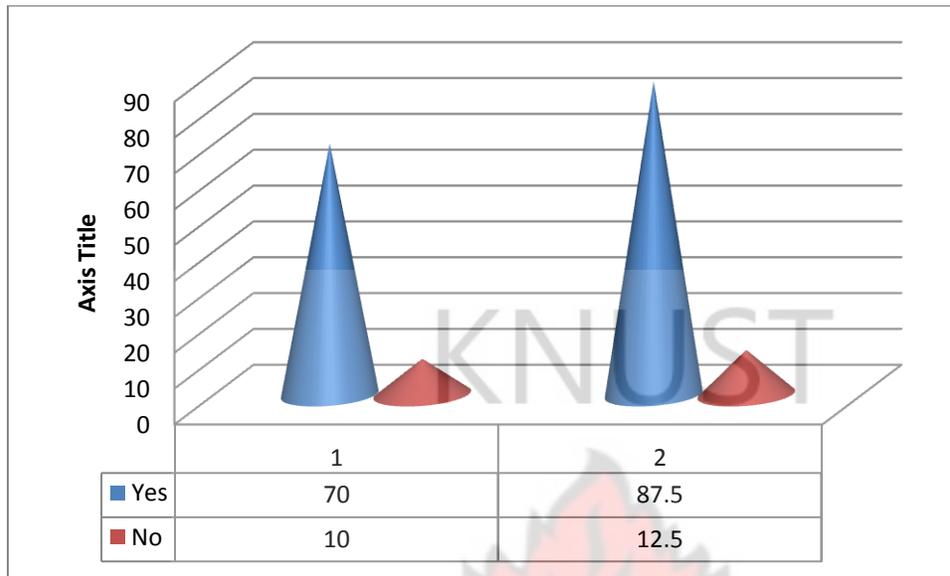
Table 4.1.4 shows that 19% of the staff have been with company from 0-5 years, 56% between 6-10 years, 19% between 11-20 years and 6% between 21-30. None of the staff worked above 30 years with the company. The Staff who worked for the company from between 6 and 10 years formed the majority.

**Table 4.2** Are you aware of the motivational strategies in the organization

Response	FREQUENCY	PERCENTAGE
Yes	70	87.5
No	10	12.5
<b>TOTAL</b>	<b>80</b>	<b>100</b>

Source: Field data 2011

**Figure 7:** Motivation strategies in the organization



The table above shows the distribution of respondents on the awareness of motivational strategies at Ghana Airport Company. Out of the total respondents, 70 representing 87.5% were aware of the motivational strategies of the company while the remaining 10 representing 12.5% were unaware of the motivational strategies of available at Ghana Airport company. With the majority of the respondents answering Yes, this means that workers at Ghana Airport Company limited are well informed about the motivational strategies of the company.

**Table 4.2 Have you ever benefited from it**

Response	FREQUENCY	PERCENTAGE
Yes	50	63
No	30	37
<b>TOTAL</b>	<b>80</b>	<b>100</b>

Source: Field Data 2011

**Figure 8: Benefits from motivational strategies**

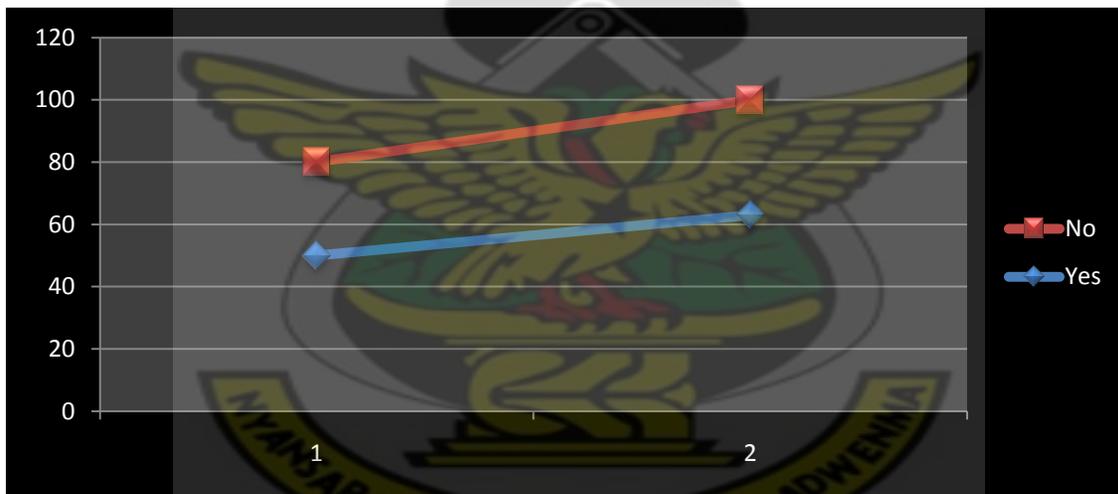


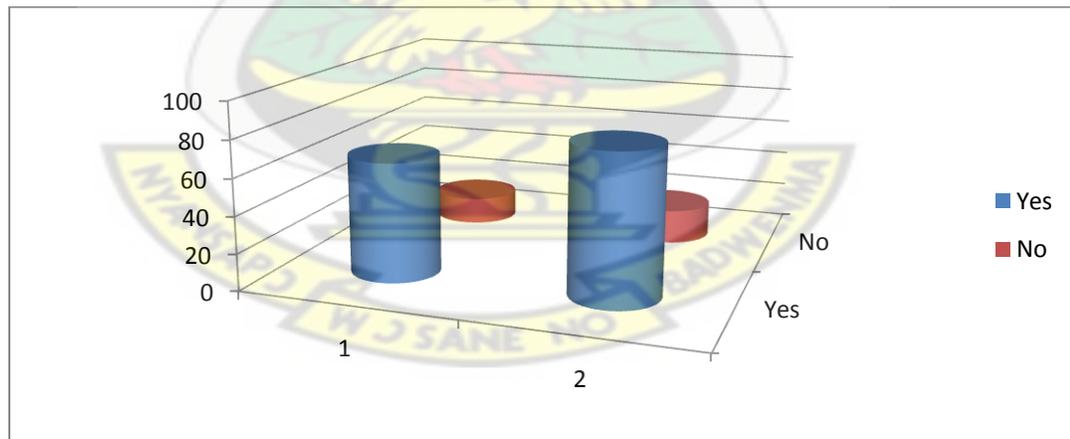
Table 4.3 contains information about the benefits enjoyed by the workers of Ghana Airport Company. 50 respondents representing 63% enjoyed many benefits from the company while the remaining 30 representing 37% did not enjoy any benefit. With the majority of the respondents enjoying benefits at the company, this means that they will be motivated to work extra to help the organization achieve its goals.

**Table 4.4 Distribution of Respondents on Employee Participation in Decision Making**

View	Respondents	Percentages (%)
Yes	65	81
No	15	19
Total	80	100

Source: Field Data 2011

**Figure 9 Participation in decision making**



Out of the 80 respondents who answered questions on employee participation in decision-making, sixty-five (65) respondents were of the view that employees are allowed in decision making which resulted in 81%. Fifteen (15) respondents also

shared the view that, they are not allowed, resulting in 19%. With the above interpretation, it can be concluded that respondents in the Company strongly take part in decision-making. Thus motivate them to give their best to the company since they feel involve in any policy making by their organization.

**Table 4.5 Distribution of Respondents on Opportunity for further Education (Studies)**

<b>View</b>	<b>Respondents</b>	<b>Percentages (%)</b>
Yes	15	19
No	65	81
<b>Total</b>	<b>80</b>	<b>100</b>

Source: Field Data 2011

From the respondents in Ghana Airport' Company, fifteen (15) out of the eighty (80) respondents are in favor that management give them the opportunity to further their education representing 19% of the population whiles 65 respondents answered negatively representing 81% of the population. This means, the employees do not get the opportunity to further their education or studies.

This may affect their behavior towards work, since they do not get the opportunity to upgrade themselves and meet the current market technology.

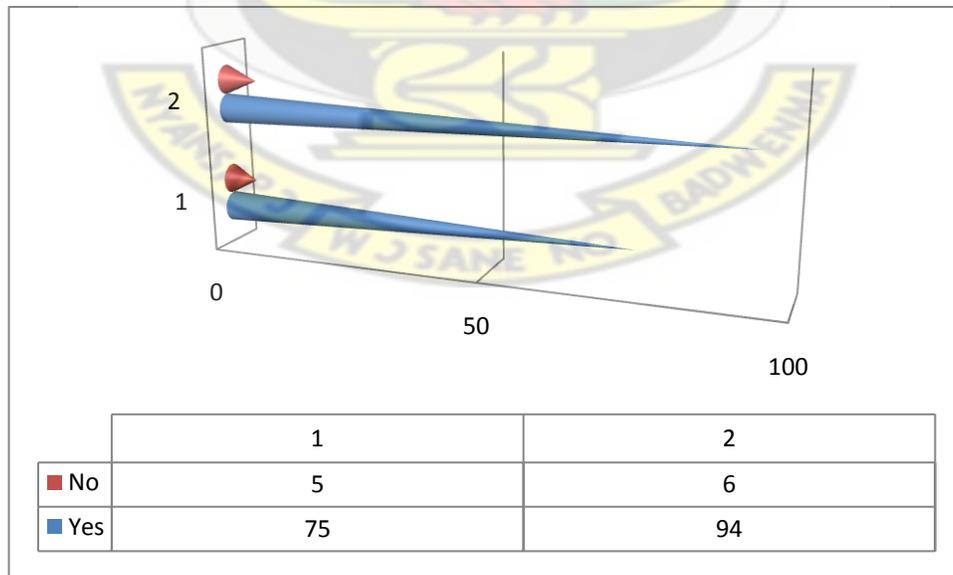
**Table 4.6 Distribution of Respondents on whether motivation has a positive effect**

View	Respondents	Percentages (%)
Yes	75	94
No	5	6
<b>Total</b>	<b>80</b>	<b>100</b>

Source: Field Data 2011

**Figure 10:** opportunity for further education

**Motivation strategies in the organization**



Seventy five (75) out of the 80 respondents are in favor of motivation having positive effects on productivity representing 94% of the population. The remaining 5, which represent 6% of the total sample show that the employees are not in support of motivation having a positive effect on productivity.

This implies that with 94% believing that motivation has a positive effect on their productivity, therefore Ghana Airport 'company is doing well in helping workers perform better at the workplace thus helping in enhancing productivity.

**Table 4.11 Distribution of respondents on Management concern on Employee Welfare**

	<b>RESPONDENTS</b>	<b>PERCENTAGES (%)</b>
Yes	70	88
No	10	12
<b>Total</b>	<b>80</b>	<b>100</b>

Source: Field Data 2011

Out of the 80 people, who answered questions on whether management was concerned on employee welfare, (70) of the respondents answered that management is concerned about their welfare and 10 of the respondents answered that management do not take care of their welfare, resulting in 90% and 10% respectively. This implies

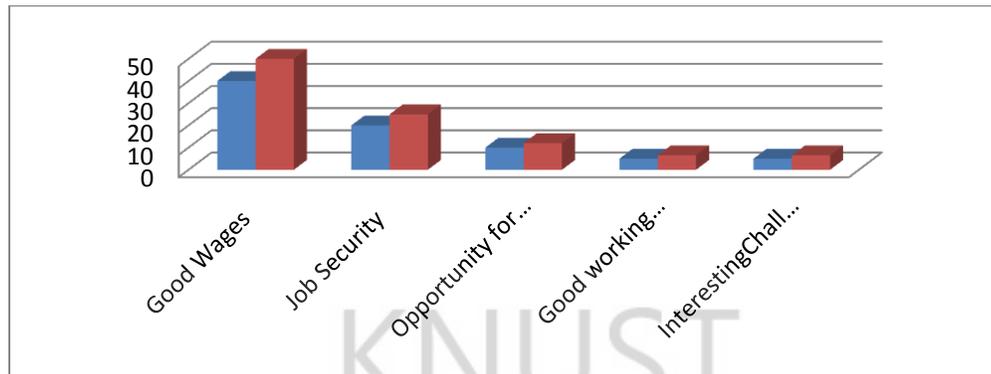
that the workers' welfare is taken care of by management. This will in a long run help improve organisational productivity since they feel that their health issues is resolved by their management.

**Table 4.12 how you would rank the following motivational factors in order of preference as to what motivates you.**

Level of Involvement	Respondent	Percentage (%)
Good Wages	40	50
Job Security	20	25
Opportunity for Advancement	10	12
Good working Conditions	5	6.5
Interesting Challenging work	5	6.5
Total	80	100

Source: Field Data 2011

**Figure 11 Ranking of Motivational Strategies in order of preference**



Out of the 80 respondents as sample size, 40 respondents representing about 50% said that they are motivated by the wages they receive from the Ghana Airport Limited. 20 respondents representing 25% said their motivation came through job security. 10 respondents representing 12% answered that they were motivated because of advancement/promotion while the remaining 13% said they were motivated by the good conducive work environment and Interesting/ Challenging work.

### **DISCUSSIONS OF SOME EMPLOYEE'S INTERVIEW**

From the interview conducted with some of the officials, a few problems were identified about the systems such as employers concentrating more on extrinsic needs than on intrinsic which needs to be balanced .Issues of favoritism during promotions were identified.

The company is currently using employee motivation strategies such as good wages, good working conditions, Job security, Promotions, Carrier development, Full appreciation of work done, Diplomatic discipline, feeling of being on things to motivate its employees for maximum performance.

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## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 INTRODUCTION

Chapter five presents the summary of findings, conclusion and recommendation.

The company is currently using employee motivation strategies such as good wages, good working conditions, Job security, Promotions, Carrier development, Full appreciation of work done, Diplomatic discipline, feeling of being on things to motivate its employees for maximum performance.

The motivating strategies being used are said to be effective because their use has improved the attitude of workers towards work and this is evident in the larger growth results of the company.

Also, the company is currently experiencing a very low staff turnover hence the result of a proportion of staff working within the firm for many years. It has increased the sense of a belongingness of staff hence low turnover. The annual salary increment method helps retain staff since they are assured their salaries will be renewed at the end of every year.

Staff gives out their best and increase firm performance since they are rewarded through the performance appraisal systems, and sometimes end of year bonuses for their hard work during the year.

However, a few problems were identified about the systems such as employers concentrating more on extrinsic needs than on intrinsic, which needs to be balanced. Issues of favoritism during promotions were identified.

## 5.1 SUMMARY OF FINDINGS

Out of the 80 respondents who answered questions on employee participation in decision-making, sixty-five respondents were of the view that employees are allowed in decision making which resulted in 81%. Fifteen (15) respondents also shared the view that, they are not allowed, resulting in 19%. With the above interpretation, it can be concluded that respondents in the Company strongly take part in decision-making. Thus motivate them to give their best to the company since they feel involve in any policy making by their organization. From the respondents in Ghana airport' company, fifteen (15) out of the eighty (80) respondents are in favor that management give them the opportunity to further their education representing 19% of the population whiles 65 respondents answered negatively representing 81% of the population. This means, the employees do not get the opportunity to further their education or studies. This may affect their behavior towards work since they do not get the opportunity to upgrade themselves and meet the current market technology.

The results suggested that HRM practices such as pay based on performance, team relations and support go a long way to motivate employees in an organization.

## CONCLUSION

Management must play active role in learning and managing the motivational process at the work place.

It is envisaged that all managers would be sensitive to variations in employees' needs, abilities and traits.

Involvement of employees in decision-making. Co-partners in increasing productivity

Any attempt by managers to improve the motivational level of their subordinates should be prefaced by a self-examination on the part of the managers themselves and their environment flux. Are they aware of their major strength and their major limitations? Do they have of them? Do they have a clear motivation of their own wants, desires and expectations from their jobs? Are their perceptions of themselves consistent with the perception others have of them?

In short, before managers attempt to deal with others in terms of motivation, then they should have a clear picture of their own roles in the organizational structure,

It is important that employees are made to see a clear relation between successful performance on their part and the receipt of their desired rewards. It is incumbent upon management to be able to identify superior performances and reward them accordingly. This would lead to greater effort towards goal attainment.

## RECOMMENDATIONS

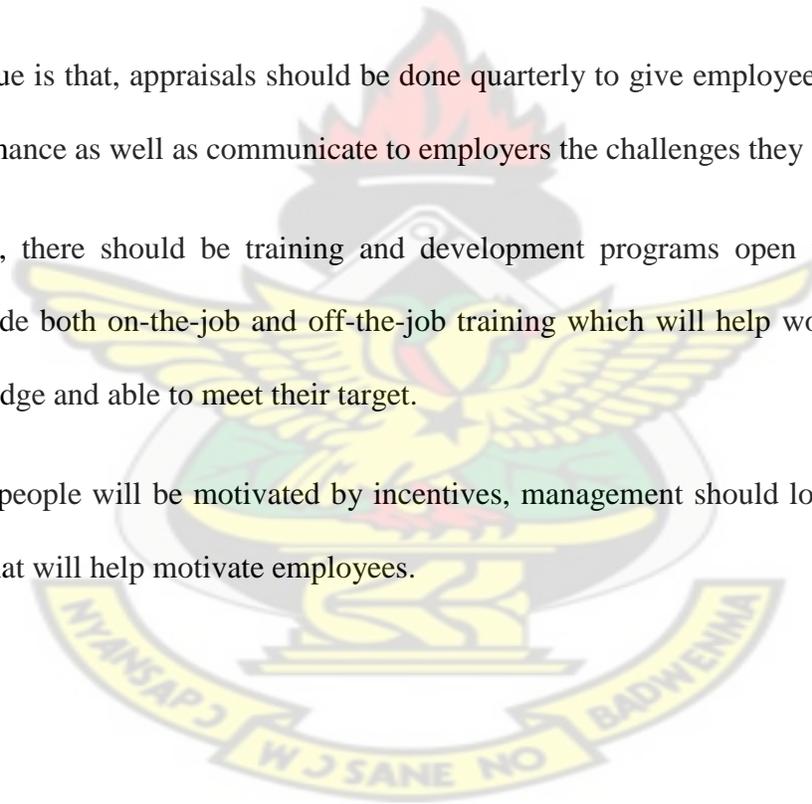
Despite the fact that majority of the respondents attested to the fact that employee motivation with the public service was effective, few problems were identified and need to be tackled or addressed to achieve optimal efficiency and productivity in the service.

Employees of the company should be given equal opportunities and recognition. Moreover, the whole motivational system should be made more transparent to all employees and the appraisal system should call for the unique strengths to show as well as the expected rewards.

Another issue is that, appraisals should be done quarterly to give employees feedback about their performance as well as communicate to employers the challenges they face.

Furthermore, there should be training and development programs open to workers. This should include both on-the-job and off-the-job training which will help workers to upgrade their knowledge and able to meet their target.

Since more people will be motivated by incentives, management should look at the various incentives that will help motivate employees.



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**APPENDIX A**

**QUESTIONNAIRE FOR GENERAL STAFF**

This questionnaire forms part of a research to investigate motivational strategies and its impact on productivity in the public service. All information provided will be treated as confidential. Thank you.

**INSTRUCTIONS**



Please tick ( ) or provide the appropriate response to each question:

1. Sex: Male ( ) Female ( )
2. Age: 20-30( ) 31-40( ) 41-50( ) 50 and above( )
3. What is your level of education?  
A level ( ) Diploma ( ) 1<sup>ST</sup> Degree ( ) Masters Degree ( ) others  
(specify).....
4. How long have you been working with the organization?  
0-5 years ( ) 6-10 years ( ) 11-20 years ( ) 21-30 years ( ) 30 years and  
above ( )
5. What is your position?

.....  
.....

How many years have you held this position?

.....  
.....

6. Are you aware of the motivational strategies in the organization? Yes( )

No( )

7. Have you ever benefited from it? Yes( ) No( )

8. Do you need to be motivated? Yes( ) No( )

If yes, what are your expectations in terms of motivation?

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.....

.....

.....

.....

.....

9. How would you rank the following motivational factors in order of preference as to what motivates you.

Good Wages

Job Security

Opportunity for Advancement

Good working Conditions

Interesting/ Challenging work

Relationship with employees

Recognition

Involvement/Participating in things

10. How would you rank the motivational level of your organization?

Very High ( )

High ( )

Fair ( )

Low ( )

**APPENDIX B**

**QUESTIONNAIRE FOR MANAGEMENT STAFF**

This questionnaire forms part of a research to investigate motivational strategies and its impact on productivity in the public service. All information provided will be treated as confidential. Thank you.

**INSTRUCTIONS**

Please tick ( ) or provide the appropriate response to each question:

1. Sex: Male ( ) Female ( )
2. Age: 20-30( ) 31-40( ) 41-50( )  
50 and above ( )
3. What is your educational qualification?  
A level ( ) Diploma ( ) 1<sup>ST</sup> Degree ( )Masters Degree ( ) others  
(specify).....
4. What is your position?  
.....  
.....
5. How many employees does your organization employ?  
.....
6. Does management see employee motivation as crucial improving employee performance within the organization? Yes( ) No( )
7. What are the patterns of motivation in your company?  
.....  
.....  
.....
8. How do you motivate your employees to give out their best?  
.....  
.....  
.....  
.....

9. Does your organization have formal strategies for improving the motivational levels for employees? Yes( ) No( )

10. If yes, please mention these strategies

.....  
.....  
.....

11. Are these strategies effective with respect to motivating employees? Yes( )  
No( )

12. If yes, how?

.....  
.....  
.....  
.....

13. How do you rate the general level of motivation in your organization?  
Very High ( ) High ( ) Fair ( ) Low ( )

14. What factors do you consider to contribute to high levels of motivation?

.....  
.....  
.....  
.....

15. What factors do you believe contribute to low levels of motivation in your organization?

.....  
.....  
.....  
.....

16. Is your motivational strategy related to productivity? Yes( )  
No( )

17. How is your motivational strategies related to productivity?

.....  
.....  
.....  
.....

18. Why does productivity matters?

.....  
.....  
.....

19. Make recommendations in regards to improving motivation and its impact on productivity

.....  
.....  
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20. What HRM activities and programmes can impart productivity?

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.....  
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