

Examination of Motivational Strategies on Employees' Performance

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I. INTRODUCTION

Motivation plays a key role in employee job performance. Thus, employee motivation has long been a central research topic for scholars and practitioners (Reem, 2011). Motivation is concerned with the question, "Why do people do what they do?" Motivation is a key to understanding many forms of behavior in organizations. Understanding what motivates employees help in understanding the dynamics underlying such important behaviors as job performance, absenteeism, turnover and even counter-productive behavior (Haslam, 2004). If an organization's leaders understand the motive underlying performance, they can predict their employees' future performance. In addition, understanding an employees' motivation for performing at work can allow leaders to structure the work environment to encourage productive work behavior and discourage counter-productive work behavior (Haslam, 2004). For example, if an organization knows that employees are highly motivated by financial incentives, this knowledge can be used to influence performance through the strategic use of pay raises.

Scholars argue that public sector officials have an intrinsic motivation to serve the public good. Working in the public service sector has been associated with "an attitude, a sense of duty" and "public morality" (Mathauer & Imhoff, 2010). Nonetheless, this intrinsic motivation, public service morale and the sense of self-worth among public officials have been in decline for many years. It is challenged by unfortunate incidents across the world. Low motivation has been cited as a major factor accounting for this phenomenon.

For instance, in 2013, a survey was conducted by a management consultancy firm, Hay Group, on 1,000 United Kingdom government, education and health, and social care employees. It was reported that 70 per cent of respondents felt that their morale was "at an all-time low" (Mathauer & Imhoff 2010). Almost 80 per cent of them were planning to leave their current jobs within the next three years and more than half of the employees reported not feeling supported by their managers (Mathauer & Imhoff 2010). The consultants urged managers to "reinvigorate employees' enthusiasm and reconnect them with a clear organizational purpose and vision". Otherwise, they warned that organizations would lose their more capable employees and this in turn would lead to a further loss of morale, productivity and pride (Nettleton, 2013).

In Africa specifically, the situation is not different. For instance, Botswana faced a massive strike of almost 100,000 public sector workers in 2011 resulting in the closure of

public hospitals, schools and waste collection services. As a result, health facilities could not function effectively, smaller health centers were shut down and lives were lost (Greal, 2011). Similarly, in South Africa, public sector employees engaged in a strike in 2007 demanding higher wages that disrupted the nation's health, transport and education services. Workers refused to collect rubbish, maintain power supplies and operate the transport system. Schools were forced to close and hospitals only attended to patients with emergencies resulting in the loss of lives (Greal, 2011). The results of both strikes underline the importance of a public service that is not only efficient and effective, but also motivated.

II. PUBLIC SECTORS IN GHANA

In Ghana, the public service as defined per Article 295 of Ghana's Constitution interprets the public service to include: "*service in any civil office of government, the emolument attached to which are paid directly from the Consolidated Fund or directly out of monies provided by Parliament and service with a public corporation*"

The functions of the public service are essentially to help the ruling government in devising and realization of political, economic and social policies, generate revenue, conduct research and advice the government accordingly and furnish organizations and individuals with the necessary information they need. In whatever capacity public services are delivered, they must be done in a prompt, efficient and effective manner in order to increase satisfaction of clients.

The public service in Ghana is mostly plagued with problems such as lack of vision and clear sense of direction, inappropriate structures and systems, ineffective leadership and weak management, low morale from staff and negative corporate image and excessive bureaucracy and delays. Other problems include low capacity for planning and implementation of policy programs and projects, lack of discipline and shortage of skilled manpower, corruption, poor working environment, inadequate tools and offices often in a solid state of disrepair and poor conditions of service (Agyekum-Dwamena, 2003).

Ghana is no exception to strikes and agitations by public sector workers. In 2014, senior medical officers embarked on a three-week strike for poor service conditions. This strike virtually crippled the health sector resulting in the government bringing in doctors from Cuba to compliment the situation.

Why is the morale of public service employees declining? Having proper motivational strategies in place is, therefore, a basic prerequisite for public sector motivation. After all,

without sufficient motivational strategies in place, there might not even be enough employees to carry out minimum required tasks let alone aspire to enhancing public service effectiveness by the application of principles of motivation.

With such a rapidly moving economy, a shortage of qualified workers, and plentiful business opportunities, the topic of motivating employees has become extremely important to the employer, as motivation has a great impact on the way employees perform in an organization. If employees do not enjoy their work, it will affect the success of the organization's goals. As an internal drive to satisfy unsatisfied needs, motivation can direct individuals' behavior to satisfy those needs. Hence, the employer must understand what employees need and how to achieve those needs.

Management of public sectors in Ghana is faced with the challenge of identifying the appropriate motivational strategies for employees to enhance their performance standards. Managers are often required to operate with limited administrative practices, limited resources for training, employee development and salary increases, restrictions on the ability to reassign or replace employees and little or no usage of recognition and reward programs to motivate employees (Massey & Mulhern, 2013).

Various factors of motivation exist. They include money, recognition, opportunities for advancement and others. However, some studies on motivation show that employees are predominantly motivated by money (Drafke & Kossen, 2002) whereas other studies argue that although money is important, factors such as achievement, recognition, responsibility and respect are rather the key motivators (Dent & Holton, 2009; Afful-Broni, 2012).

Although many studies have been undertaken on the impact of motivation in the public service in Ghana, most of these have been undertaken from the perspective of government agencies and health institutions (see Attrams, 2013). Our literature search did not provide any study relating to motivation in public higher institutions of learning in Ghana. This study seeks to fill the gap by examining the impact of motivational strategies on employee performance at a higher public institution in Ghana.

The justification for this study stems from the fact that motivation of employees is very necessary, be it private or public sector. In recent times, Ghana has witnessed series of agitations and strikes from public sector employees. Whereas the government and public are advocating for improved performance from public sector employees, public sector employees are also asking to be motivated before they can perform efficiently. The researchers, thus, saw the need to undertake this study to find answers to some of these questions.

The aim of this study is to examine the impact of motivational strategies on employee performance in a public higher institution of learning in Ghana. Specifically, the study sought to examine employees' views on various forms of motivational strategies adopted by Ghana Institute of Management and Public Administration (GIMPA). Secondly, it was to ascertain employees' views on the best motivational strategies for enhancing their job performance and to assess the impact of motivational strategies adopted by GIMPA on employees' performance.

III. LITERATURE REVIEW

Concept of motivation

Definition of motivation

The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect and excite. By motivation, we mean the degree to which a person is moved or aroused to act (Rainey, 1993, cited in Reem, 2012). Dictionaries simply describe motivation as "*the goad to action*" whereas scholars expand the term to *the set of psychological processes that cause the arousal, direction and persistence of individual's behavior toward attaining a goal* (Robbins & Judge, 2012, p.209).

The latter definition underlines three pillars of motivation. The first – *arousal* – has to do with the drive or energy that ignites behavior (Greenberg & Baron, 2013, p.190). The second – *direction* – has to do with the type of behavior that is exerted and whether it is in line with demand or organization goal (Robbins & Judge, 2012, p.209). The third pillar – *persistence* – deals with the lastingness of behavior. This factor, however, is of less importance because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes (Mitchell, 2012, p.81).

Furthermore, the definition asserts that motivation is an *individual* phenomenon. Each individual is unique and has different needs, expectations, values, history, attitudes and goals (ibid.). Hence, a manager cannot assume that what motivates him/her will also motivate the employee. What motivates one employee may not necessarily motivate another. Another aspect of motivation is that it pertains to determination, intention and *self-choice*. That is, motivation is under the employee's control and he/she actively chooses whether to put effort and take action (Mitchell, 2012, p.81). There are both good and bad news here. The good news is that an employee's level of motivation can be influenced; the bad news is that only the employee himself / herself can do that. In other words, managers cannot motivate employees; they can only influence employees in a manner that makes them feel motivated (Bruce & Pepitone, 2013, p1).

Motivation, then, is fundamentally an inside job (Bruce & Pepitone, 2012, p.2). It originates from within the individual and causes him/her to be internally stimulated. This type of motivation is called *intrinsic motivation*. Ryan and Deci (2012) consider intrinsic motivation to be the most important and pervasive motivation. It is through this kind of natural motivational tendency that humans develop cognitive, social and physical abilities (p.56).

Theoretical Review

Theoretically, there have been various contributions on the forms of motivational strategies that can be adopted to enhance employee's performance. This study focuses on the two main theories of motivation namely content and process theories of motivation.

Content Theory of Motivation

The content theory of motivation is one of the foundation theories of motivation. Abraham Maslow (1943) and Fredrick Herzberg (1970) are the pioneers of the content

theory of motivation. They state that in order to motivate employees, there is the need to satisfy their needs.

Maslow's Theory of Need

Abraham Maslow's (1943) cited in Reem (2011) hierarchy of needs theorizes the existence of five sets of innate drives/needs which are arranged in a hierarchical order. He explains that a high order need will become dominant only after lower level needs are satisfied (p.375). Maslow's five level needs, in ascending order, are *physiological* (e.g. hunger, thirst, sex), *safety* (the desire not to feel endangered and wish for a physically and emotionally secure environment), *love* (the "hunger for affectionate relations with people" and belongingness), *esteem* (the longing for self-respect, strength, achievement, reputation, recognition by others and appreciation) and the need for *self-actualization* which is the aspiration "to become everything that one is capable of becoming" (Maslow, 1943, pp.372-382 cited in Reem, 2011).

Dunlop (1992) has referred to Maslow's model as highly seductive due to its sheer simplicity and ability to provide an easy understanding of a complex matter (Dunford, 1992, p.76). Yet, the theory was never validated despite a continuous effort in a plethora of experiments and researches held during the past 60 years. Therefore, Watson (1986) argues the theory is "next to useless" albeit he admits it served as a good "propaganda" that altered the "way managers think about their employees" (Watson, 1986, pp.107-110).

It is clear that Maslow's hierarchy of need makes sense but it has not been supported by sufficient empirical evidence (Armstrong, 2001:160). It is observed to be rigid since people have varying needs and it is, therefore, difficult to accept that people's needs tend to follow a steady progress up the hierarchy of need (Armstrong, 2001:160). Maslow is even believed to have shown doubt about people's progression in a strictly followed manner (Armstrong, 2001:160). As an example in some cultures, social needs are more significant than all the other needs in the pyramid (Cooper in Boeree, 2006: 4). Maslow's hierarchy of needs also fails to throw light on the starving artist scenario where artistes forego their physical needs to acquire spiritually-driven needs (Cooper in Boeree, 2006: 4).

Coupled with the above, insufficient evidence suggests that people are motivated to satisfy exclusively one motivating need at a given time other than in situations where needs tend to conflict (Cooper in Boeree, 2006: 4). Another important criticism about his theory has been directed towards his methodology. He selected a few number of people that he himself declared self-actualizing, talked to them and finally drew conclusions about what self-actualization actually means. This does not seem as good science to many people (Boeree, 2006:7). He also placed a limitation on self-actualization as something only a small percent of humanity achieve and yet "Rogers who defines self-actualization as the life force that drives all creatures thought babies were the best examples of self-actualization" (Boeree, 2006: 8). While scientific research fails to defend Maslow's hierarchy of need, his theory is very popular and useful for motivation purposes (Boeree, 2006:4). It has been

used as the introductory theory for many managers around the world (Boeree, 2006:9).

The motivators have the ability to create an effective motivation in individuals in order to be able to perform and exert considerable effort while the dissatisfiers describe the work environment but do not have much effect in creating positive job attitudes. The hygiene factors are dissatisfiers because they form the environment in which man is persistently trying to adjust while the motivators create motivation because they are the tasks available to facilitate the achievement of growth. Herzberg argues that hygiene factors must be initially observed in the job before motivators can be used to stimulate the job and the resultant feeling of motivation to be achieved. This implies that you cannot use motivators until all the hygiene factors have been fulfilled. Hygiene's theory spells out unique and distinct issues which people need in their work to enable them feel motivated to perform well.

Process theory of Motivation

The process theory of motivation emphasizes on how motivation occurs. This includes the goal setting theory, expectancy and equity theory of motivation.

Goal Setting Theory

Goal setting theory was formulated by Edwin Lock and Gary Latham. According to this theory, specific and difficult attainable goals and feedback motivate employees and lead to high performance more than vague goals such as the exhortation to "do your best" (Lock & Latham 2002. p.702.) Durant (2006) posits that this is one of the most researched and validated theory of employee motivation.

According to Miner (2005), high performance will be achieved when employees participate in the goal setting process. Reem (2011) contends that most often, difficult goals indeed motivate employees but sometimes they may also be seen as overwhelming and intimidating, causing employees to feel unconfident of their possibility to accomplish a goal. Hence, it is vital to increase employees' belief in their capacity to perform a task or reach a specific goal. Despite being the most promising theory of work motivation, Robbins and Judge (2008) state that goal-setting is rarely used as a means for motivation.

Expectancy Theory

The expectancy theory, as propounded by Victor Vroom, deals with relationship among individual effort, individual performance and individual reward. The key concept is that an employee will be motivated if he or she believes that effort will lead to performance and performance will lead to meaningful rewards (Kelly & McGowen, 2010).

Equity Theory

Equity theory suggests that people engage in 'social comparison' by comparing their efforts and rewards with those of a reference group (people in the same occupation in the same organization or in a different organization). According to this theory, motivation is influenced by comparing one's own rewards with others. Equity exists when individuals perceive that the ratio of their efforts and rewards

is the same as others to whom they compare themselves. On the contrary, there is inequity if individuals feel that the ratio of efforts to rewards is unfair when they compare themselves with other people (Helms, 2006).

Other forms of Motivation strategies

Literature stresses on other forms of motivational strategies. This section focuses on review literature on feedback, training and employee engagement.

Feedback

Feedback is the way managers continuously shape employee performance (Reem, 2011). According to Reem (2011), when done correctly, it motivates employees and improves their actions. However, poorly carried out, it can achieve adverse results and demotivate employees. Thus, managers should structure feedback in a way that helps the employee to accept the comments. Rather than using criticism and focusing on negative performance, a better strategy is to have the attention on devising methods for future improvements (Lazeby, 2008, p.24).

Training

Tella, Ayeni and Popoola (2007) hold the view that no matter how automated an organization 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 organization. Reem (2011) posits that training plays a vital role in motivating employees and preventing them from failing as a result of lack of ability. It gives workers the chance to improve upon their skills and it boosts up their self-confidence. In agreement, Mensah (2011) states that training is an 'indispensable strategy' for motivating workers as it gives them the opportunity to upgrade themselves in order to keep up with changing situations.

Employee Engagement

Employees are encouraged to work harder when they are involved in decisions that concern their work. Yavuz (2004) draws attention to the fact that those employees whose ideas are taken into consideration, whose suggestions are respected and who 'feel themselves in on things' are more likely to work harder. Perry, Mesch and Paarlberg (2006) also contend that involving workers in decisions leads to higher satisfaction with the organization, especially in terms of decisions taken at the organisational level and it also leads to stronger commitment to the organization. Furthermore, a study by Campbell, Fowles and Weber (2004) cited by Utriainen and Kyngas (2009) show that involving workers in decision making raises their satisfaction level.

employees who were also asked about their PSM. Using survey data from 240 organizational units within the Swiss federal government, the paper compares results from an individual-level analysis to two analyses where the data are aggregated to the organizational level; one without and one with the correction for common-method bias. The study finding showed that there is a positive correlation between attraction to policy making in the public sector and performance at the individual level.

Amoabea-Attrams (2013) investigated the perceptions and experiences of workers on motivation and employee satisfaction in Manhya District Hospital and Quality Health Care Hospital which represented public and private healthcare facilities respectively. The findings suggest that majority of the respondents, both in the public and private hospitals, agree that motivation leads to employee satisfaction. The study reveals that money is the first thing that comes into mind when motivation is mentioned. The study revealed that both the private and public sector use similar motivation strategies as a way of improving productivity.

Kaiser (2014) uses a unique case study dataset and analyses (job satisfaction and public service motivation) in Germany. A special issue of the investigation is related to the evaluation of performance pay scales that were introduced some years ago to German public employees within the frame of fostering New Public Management. The findings with regard to public service job satisfaction and public service motivation display a general dominance of intrinsic motivation that may have induced public workers to choose public sector jobs. Furthermore, specific intrinsic motivators, like work content and customer contact, are utilized to gain job satisfaction (Kaiser, 2014). Further results strongly recommend putting up-to-date human resource management tools into action. Notably, a modern toolbox of HR-management should include devices to allow for self-determination at the workplace, like the transferability of competences and autonomy. The findings of this study also claim that none or rare appraisal interviews and/or no feedback in terms of productivity result in a significant decline in job satisfaction of the concerned workers.

Asharaf, Azam and Asharaf (2015) sought to find out the motivational strategies and its impact on employee motivational level. The purpose of the study was to provide effective motivational strategies for the public banking sector of Azad Kashmir in Pakistan. The results of the study shows that employees believe that the organizational strategies i.e. good wages, job security, advancement opportunity, good working conditions, interesting challenging work, relationship with employees, recognition and involvement have positive impact on their motivational level. Results shows that "Advancement Opportunity" have very high impact among the variables of motivational strategies. According to employees of National Bank of Pakistan working in Azad Kashmir, opportunity for advancement was the only strategy or factor through which highest employee motivational level can be achieved whereas involvement is second, good wages third, job security and relationship with employees fourth and good working conditions fifth. Interesting challenging work and

IV. EMPIRICAL STUDIES

Motivational strategies and employees performance

Literature stresses on the impact of motivational strategies on employees performance. For instance, Petrovsky and Ritz (2013) conduct a systematic review of published empirical research on the effects of Public Sector Motivation (PSM) on performance and show that all studies found have been conducted at the individual level. Performance indicators in all but three studies were obtained by surveying the same

recognition had below than average impact on employee motivational level.

Anupam and Mammoud (2014) conducted a study on "The Impact of Motivation Strategies on Employee Performance: A Comparative Study of Two Hotels in Canada and Saudi Arabia" the purpose of this research was to find proper motivational strategies to improve employee performance and productivity. The comparative samples have been chosen from two different countries, Canada and Saudi Arabia. Maslow's Hierarchy of Needs was used as a measure for figuring out appropriate motivational strategies for motivating employees to perform efficiently. It was also used to categorize employees' needs and wants according to the category of needs.

The findings from Anupam and Mammoud's (2014) study indicated that both Canadian and Saudi employees agree on the significance of motivation leading to increased performance and productivity. However, disparity existed between them in their preference for financial incentives as a sole motivator, and similarity in terms of Canadian and Saudi perception of their self-actualization and self-esteem needs. The results clarified the significance of incentives, especially, monetary incentives. However, though money showed as the most important incentive for both genders of Canadian employees, job promotion was the best incentive for male and female Saudi employees.

V. METHODOLOGY

The study employs a survey strategy. The broad area of survey research encompasses any measurement procedures that involve asking questions of respondents. A "survey" can be anything from a short paper-and-pencil feedback form to an intensive one-on-one in-depth interview (Trochim, 2006). Data gathered in this method is purely quantitative in nature. The advantage of this method compared to other methods is that it provides opportunity for large majority of the population to be surveyed. The method was appropriate because it helped to examine the correlation between motivational strategies and public sector employees' performance standard.

However, some disadvantages with the use of survey methodology are that it is sometimes expensive as large amounts of questionnaires have to be printed and it is time consuming. Another disadvantage is that the strategy is not flexible compared to other methods like the interviews (Trochim, 2006). The population of interest for this study included staff and management of the Ghana Institute of Management and Public Administration (GIMPA). This population was selected because it is a public institution of higher learning. In addition, the findings may be applied to other public institutions.

A sample size of seventy (70) was chosen for this study from a population of five hundred and thirty (530) employees of GIMPA (Records Registry, 2015). The question of how large a sample size should be to make it representative has been debated upon by many researchers. Duverger in Abotchie (2008) stated that "No sample size is representative". He, nonetheless, suggested that a sample size of 10 percent of the population would ensure some level of representation. A

sample size of seventy (70) was chosen due to the academic nature of the study and the limited time available.

The instrument the researchers used for the collection of data from the respondents was a questionnaire. This helped to collate data for the various forms of motivational strategies as well as the relationship between motivational strategies and employees' performance standards. The questionnaire was made up of three sections. The first part of the questionnaire captured the personal profiles of employees: departments of respondents, length of service, job titles and position. The next section of the questionnaire focused on the motivational strategies and finally employees' performance.

VI. RESULTS AND DISCUSSION

This section of the study shows the findings of the data analysis on the various types of motivational strategies adopted at GIMPA. Descriptive statistics were used to present the findings. A total of 100 questionnaires were distributed out of which seventy (70) were received from the management and staff members of GIMPA who are public sector workers sampled for the study.

More than half of the respondents 41 (58.6%) were males while 29 (41.4%) were females. This may be that there are more female employees at GIMPA than males. With respect to age, respondents in the age group of 20-30 years represented 27 (38.6%), those in the 31-40 year group represented 25 (35.7%) while those in the 41-50 year group represented 10 (14.3%). Respondents who are more than 51 years represented 8 (11.4%) of the people surveyed.

Less than half of the respondents 33 (47.1%) have a first degree, followed by diploma holders 21 (30%) and post graduate degree holders 14 (20%). Respondents with A' Level and other educational certificates represented 1 (1.4%) each respectively. Educational level of workers is important when it comes to motivation. This is because some motivational packages are made based on the educational level of the workers.

More than half of the respondents have been working for only 1-5 years. Another 27.1% have been working for about 6-10 years while 12.9% have been working for 11-20 years. Another 4.3% have been working for 21-30 years and more than 31 years respectively. Work experience, just like education, is also important when it comes to motivation. Some motivation packages are based on the number of years an individual has worked in an organization. For instance, retrenchment packages are mostly calculated based on work experience.

Most of the respondents (42%) are Administrative Officers. Library Officers are 12%, Finance Officers and Secretaries, 9%, Assistant Registrar 6%, and IT Officers and Telephone Supervisors 4% each. Other positions included Principal Administrators, Stores Officers, Physician Assistants, Clerk, Human Resource Officers and Audit Officers among others.

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VII. MOTIVATIONAL STRATEGIES ADOPTED AT GIMPA

Table 1. Ranking of motivational strategies on the job

Strategy	N	Rank	Score	Mean
Good wages	65	1	403	6.20
Job security	66	6	227	3.43
Opportunity for advancement	66	2	355	5.37
Good working conditions	66	3	345	5.22
Interesting/Challenging work	66	5	235	3.56
Relationship with employees	66	7	210	3.18
Recognition	66	4	295	4.46
Involvement/Participating in meetings	66	8	178	2.69

Source: computed by authors (2016)

Table 1 shows the results of the ranking by respondents of the motivational strategies in order of preference that motivates their jobs. As shown in the table, the highest strategy is "good wages" with a score of 403 and mean ratio of 6.20 and ranked 1st. The next most important strategy is "opportunity for advancement" with a score of 355 and mean ratio of 5.22 and ranked 2nd. "Good working conditions" is the third most important strategy with a score of 345 and mean ratio of 5.22. "Recognition" achieved the fourth position with a score of 295 and a mean ratio of 4.46. "Interesting/Challenging work" was the fifth most important strategy according to respondents with a score of 235 and a mean ratio of 3.56. According to the respondents, participating in meetings, relationship with employees and job security was the least strategies that impact on their work with mean ratios of 2.69, 3.18, and 3.43 respectively. These results show that the three most important motivational strategies that motivate employees on their job are wages, opportunity for advancement and good working conditions.

Table 2 Motivational strategies that impact job performance

Strategy	N	Rank	Score	Mean
Good wages	65	1	419.00	6.44
Job security	65	2	370.00	5.69
Opportunity for advancement	65	4	349.00	5.36
Good working conditions	65	3	360.00	5.53
Interesting/Challenging work	64	7	193.00	3.01
Relationship with employees	64	6	199.00	3.10
Recognition	64	5	291.00	4.54
Involvement/Participating in meetings	64	8	188.00	2.93

Source: Computed by authors 2016

Table 2 also shows motivational strategies that influence the performance of employees.

"Good wages" was the most important that influence job performance with a score of 419 and mean ratio of 6.44 and ranked 1st. The next most important strategy was job security with a score of 370 and mean ratio of 5.69 and ranked 2nd. "Good working conditions" is the third most important strategy that influence job performance of the respondents with a score of 360 and mean ratio of 5.53. "Opportunity for advancement" was the fourth most important strategy with a score of 349 and a mean ratio of 5.36. "Recognition" was rated fifth most important strategy according to respondents with a score of 291 and a mean ratio of 3.56. The least strategies that influence job performance are relationship with employees, interesting/challenging work and finally involvement or participating in meetings. These results also show that the three most important motivational strategies that influence job performance are wages, job security and good working conditions.

VIII. DISCUSSION OF FINDINGS

Motivational Strategies

The findings of the study shows that more than half of the respondents are not aware of motivational strategies. This implies that most of the employees are not involved in the development of motivational strategies. It may be the preserve of only the management of GIMPA.

On the effect of motivational strategies on employee's job, respondents ranked good wages as the most important strategy. The second most important strategy was job security and opportunity for advancement. According to Maslow in his hierarchy of needs theory, individuals are motivated when their physiological needs are first satisfied before security and safety, love among others. To satisfy these physiological needs such as food shelter and clothing, therefore, employees may need good wages.

This finding support the study by Asharaf, Azam and Asharaf (2015) that good wages, job security, advancement opportunity, good working conditions, interesting/challenging work, relationship with employees and recognition had positive impact on motivational level. The finding also corroborate the study by Amoabea-Attrams (2013) who found that according to her respondents, money is the first thing that comes to mind when motivation is mentioned.

The findings also revealed that good wages, job security and good working conditions are the three topmost important strategies in relation to employee performance. This study supports the study by Anupam and Mammoud (2014) who found that financial incentives impacted positively on employee performance.

IX. CONCLUSION

The results from the study has revealed interesting findings. From the results of the ranking, it is evident that wages play important role as a motivational strategy in the public sector. Thus, most of the employees are motivated to perform better when they are motivated by monetary means. The recommendations proposed, if implemented, may improve job performance of the staff at GIMPA.

Based on the findings, the following are the recommendations: Management of GIMPA should educate

their staff on the various motivational packages available at GIMPA. Other motivational packages in the form of rewards, educational packages, should be provided to staff. This was the concern of some respondents. According to some staff, their working tools had not been replaced in a long while. Therefore, good working tools that will support staff in the discharge of their functions should be provided. Frequent job evaluation should be conducted. This will assist management to know the various types of employees who needed to be motivated

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