Effects of Motivation on job Performance of Local Government workers in Ghana: A case study of Atwima Nwabiagya District Assembly in the Ashanti Region

Charles Akomea Bonsu¹, Anthony Kusi²

Abstract
Motivation is very important to growth and development of every business. Motivation continues to be a well-research topic to both academics and the business companies. The aim of motivation is to have well motivated employees that can give out their best. The purpose of the study was to find out the effects of motivation on job performance of District Assemblies Workers in Ashanti Region.

Today, workplace motivation plays a key role for workplace productivity and quality. The researcher indicated the lack of employees’ motivation brings high absenteeism and high cost. In order to achieve the purpose of the study, qualitative and quantitative case study methodology was used and questionnaires administered using a simple random sampling.

The findings show that employees prefer higher salaries as a main incentive to higher job performance. It was able to found out that 40% of the employees are de-motivated due to poor working conditions in the organization which affirms Herzberg theory Y. Today, employees are more motivated by intrinsic factors rather than extrinsic. However, we cannot overlook both in motivating employees.

Keywords: Motivation, Job Performance, Performance Measurement

1. Introduction

The local government workers plagued with a multitude of factors that interfere on the effective delivery of crucial services, which it provides. In order for a public sector organization or government department to deliver on its mandate of service delivery to public, employees within the organization plays an important role and as a backbone to fulfill the ever changing needs of people under their jurisdiction. Performance is viewed as the implementation of an action or one’s ability. Good performance is also related with achieving the quality, quantity, cooperation, dependability and creativity.

Employee performance is considered as the measures of the quality of human capital which was held by the organization and is a key thrust in the development agenda of Ghana. According to Churchill, Ford and Walker, (1987), the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions. Moreover, Vroom (1964) explained that motivational components are typically based on expectancy theory, which states that productivity increases when the level of motivation is increased. Motivation is considered as a predictor of job performance. In other words, the determinants of employee job performance were motivation, aptitudes and skill level.

To the government, employee job performance is very important because it will reflect the government performance and in an era where government claims it is using seventy percent of the taxable revenue to pay salaries as a result of implementing single spine pay policy in 2010. Employee performance standards were designed by the government to measure the performance of the organizations through performance appraisal.

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The quality of employees is the important influence on performance. The person with high motivation level will succeed. Naturally, who is highly motivated will succeed i.e. a person with high motivation level in job (intrinsic and extrinsic motivation) will succeed in his task/job. Job performance becomes the most important focus of administrators and academicians because the performance level will deteriorate if the level of motivation of employee drops.

Past research done by Tannembaum et al, 1991) and Tyagi, (1985) on job performance found a positive relationship between intrinsic factor with the level of motivation. The employee’s talent to perform the job outstandingly once the levels of motivation increased.

Investment in workers through motivational measures are made today with the hope of future benefits for an organization. “In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day” (storey, 2001:9). This therefore makes it necessity to be “talented individual, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful” (Hay group, 2000 in storey, 2001:9).

This study will make a critical analysis of motivation and workers performance in the Atwima Nwabiagya District in the Ashanti Region and will seen to identify motivational incentives that can help boost better performance.

Statement of the Problem

Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefits in terms of promotion which leads to increase in salaries, wages, bonuses and other incentives.

Atwima Nwabiagya District Assembly is a long established local council, which has been in existence for over 20 years. The district assembly is bedevilled with challenges such as poor performance. These performance failures are both on the side of the organization and workers who constantly should work together. However, because human resources practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resources department but also line managers in the various departments have to be involved in the delivery and drive of human resources policies (Storey, 2001:7)

There is the belief that if salaries are increased workers would be motivated and give out their best. However, late coming, poor time management, laziness, self interested, and the failure to meet deadlines for the preparation of important working documents has become a common practice. The study addressed the question thoroughly and determined the effects of motivation on job performance on public sector workers in Ghana.

Objectives of the Study

At the end of the study, the researchers would like to achieve the following objectives:

(a) To determine their job motivation and job performance,
(b) To identify the factors related to job motivation,
(c) To compare job motivation according to gender and work category of respondents and
(d) To explain job performance in terms of job motivation.

Research Question

1. What are the various sources of motivation given to workers in the Atwima Nwabiagya District?
2. How does these motivational measures contributing to the job performance of the workers at the Atwima Nwabiagya District Assembly?
3. What measures has the assembly adopted to enhance job performance?
4. Why are workers not performing as expected?
2. Literature Review

Definition of Motivation

Robbins (2010) defines motivation as the processes that account for an individual’s intensity, direction and persistence of effort toward attaining a goal. The three key elements in the definition are intensity, direction and persistence. Intensity is concern with how hard a person tries. This is the element that most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favourable job performance outcome unless the effort is channelled in a direction that benefits the organization. Therefore we have to consider the quality effort as well as its intensity. Effort that is directed toward and consistent with the organization’s goal is the kind of effort that we should be seeking. Finally, motivation has a persistence dimension. This is a measure of how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

Ray and Wieland (1985) stated that motivation is the force within a person that makes him/her act in a certain way to achieve some goal. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behaviour, and what maintains the behaviour. To satisfy the employees’ need is very difficult because each employee has different characteristics that affect behaviour. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate that is motivating.

The importance of motivation to employees

Rutherford (1990) stated that all managers realize that motivation is important and if employees are enthusiastic about task accomplishments, try to do their jobs the best, the organization will benefit. Rutherford also noted that organizational goals cannot be effectively attained unless employees work together, so it is obvious that the need for teamwork in the local government sector is essential. One thing that managers should realize is their job is not just to “motivate an employee”. All employees come to a work situation motivated to attain personal goals which they have established. One goal for the service manager is to develop motivated employees and increase their morale about their work. Employee morale towards work, such as supervisors and peers, organization, work environment, can be defined as the feelings an employee has about all aspects of the job. There are many benefits to be gained from building good morale. Besides, there are proven relationships between morale levels, turnover, and absenteeism. However, research indicates that high employee morale levels do not always yield high productivity levels (Daschler and Ninemeier, 1989).

Motivational theories

Theories on employee motivation have existed since the 19th century, beginning with Elton Mayo’s famous studies at the Hawthorne factory of the Western Electric Company in Chicago from 1924 to 1932. Mayo’s research revealed that workers were not only solely driven by monetary benefits (organizational space) but were motivated by social elements as well (team space). In fact, social elements like communications, teamwork, and employee involvement can lead to better work performance even when work conditions are worsening. The Hawthorne studies give birth to the study of employee management and highlighted importance of addressing the human needs of workers.

Following Mayo’s classic work, numerous long standing theories have been developed about motivation. Abraham Maslow’s hierarchy of human needs (1954); focuses on the inner space and posits that people are motivated by five physiological levels of needs.

- Self Actualization (Creativity, Self fulfilment)
- Esteem: (Reputation, Respect from others)
- Social Or Belonging: (Love, friendship group, membership)
- Security (Safety): (Economic and Physical)
- Physiological Needs: (Food, water, clothing, shelter)
Physiological, security, social, esteem, and self actualization are the five levels of need hierarchy. These five levels are treated as hierarchy where basic physiological needs are sought first, then security, social, esteem, and finally, self-actualization. People must satisfy the lower level before moving to the next higher level. Not everyone aspires to the same level of human need or achieves self fulfillment. These five areas may be common to everyone however, people operate at different levels, and organizations need to support their workers in satisfying their desired level of need.

Fredrick Herzberg’s dual factor theory distinguished between factors causing satisfaction (motivation) and those causing dissatisfaction (hygiene factors) Hygiene factors employment factors that prevent dissatisfaction and are expected to be adequately provided. Motivators are more personalized factors (personal space) that give people feelings of achievement, recognition, enrichment and growth. This may include job responsibilities, position, title authority and learning opportunities. In the three-space model, hygiene factors represent things found in organizational space, such as salary, benefits, job security, work conditions, policies and safety, and also team space such as interpersonal relationships and supervision.

Victor Vroom’s expectancy theory (1995) deals with the concept of effort, performance and reward – How the level of individual effort on a given task will translate into success and personal reward. Before committing to task, people tend to weigh the level of effort required versus probable benefits. They need to know that the job task will likely lead to better results and that the results will lead to benefit that is meaningful to the employee. Motivation is an inner judgment process effort (personal space) and expected outcomes.

David McClelland’s achievement theory (McClelland, Atkinson, Clark and Lowell, 1953) believes that people are motivated by three basic needs. 1. Achievements – attain realistic but challenging goals and gain advancement in the job; 2. Power – lead and have their ideas prevail; and 3. Affiliation – Cooperative relationships with others, these three needs are not mutually exclusive. People may be motivated by one or two or all three elements. Some people may be motivated by achievement and affiliation while others are partially motivated by all the three. An organization should try to formulate jobs and responsibilities that best fit the individual needs.

John Stacy Adam’s equity theory (1963) states the importance of fairness when managing groups of employees. Workers seek a fair balance between what they put into their jobs (inputs) and what they get out of it (outcomes); Employees want to be treated fairly and likely to compare their treatment to that of their peers. This theory recognizes the motivational force of organizational space when rewarding for performance and how favouritism and inequities in the system can lead to job dissatisfaction and demonization.

Douglas McGregor’s Theory X and Y (1930) present two opposing sets assumptions regarding the attitudes of managers and employees. Basically theory X assumes that workers are lazy and will avoid work if given the choice, while theory Y assumes that workers are creative and want to do a good job. If we believe theory X is correct, then management need to be authoritative and motivate employees through strict control of the work environment with clear negative consequences for non performance. It requires a task oriented, fear based system of management (top-down, organizational space control). In contrast the theory Y workers want to create, contribute, and participate in work planning.

Historic motivational theories are more centered on organizational space and responsibility of management in motivating its workers. However, early research found that social roles and employee involvement were important factors. Earlier theories focused on organizational management, with little treatment on team-based motivations and behaviours. Before 1980, team based organizational concepts were scarce. Motivation is highly individualistic and situational.

A good manager has a positive influence in all three spaces. Management system is easier to influence because they are visible and standardized, while human factors are much more difficult to manage because they are invisible and unique to each individual. Good managers have hard and soft skills to meet people’s core needs. Project success is not only about meeting deadlines and goals but also about meeting the expectations of people.
Definition of performance

The concept of performance is an old phenomenon in a working environment especially in the private sector. If you can’t define performance, you can't measure or manage it (Armstrong and Baron, 1998). Daniels (op. cit.) defines the term performance as a process, which entails a number, or series, of behaviours, directed towards the achievement of some predetermined goal. The Oxford English dictionary defines performance as the "accomplishment, execution, carrying out, and working out of anything ordered or undertaken".

The Longman’s Dictionary of Contemporary English (new edition) defines performance as the action or manner of carrying out an activity, piece of work, etc.; the ability of a person to do something well; behaviour.’ This refers to outcomes/outputs (accomplishment), but also states that performance is about doing the work, as well as being about the results achieved.

Armstrong and Murlis (1994) argue that "performance is a multi-dimensional construct, the measurement of which varies, depending on a variety of factors." They also state that it is important to determine whether the measurement objective is to assess performance outcomes or behaviour. That is one should distinguish between outcomes (results/output) and behaviour (the process).

Factors Affecting Performance

According to Armstrong and Baron (op. cit.) performance as defined above is affected by a number of factors, including the following: (a) personal factors - the individual's skill, confidence, motivation and commitment. (b) Leadership factors - the quality of encouragement, guidance and support provided by the managers and team leaders. (c) Team factors - the quality of support provided by colleagues. (d) System factors - the context of work and facilities (instruments of labour) provided by the organisation; and (e) Contextual (situational) factors - internal and external environmental pressures and changes. All these factors should be taken into account when measuring performance for pay decisions.

Research has proved that traditional approaches to performance appraisal attribute variations in performance to personal factors, when, in fact, they could actually be caused in part or entirely by situational or systems factors (Atkinson and McCrindle, 1997). Essentially, the assessment of individual performance must necessarily consider not only what individuals have done (the results), but also the circumstances in which they have had to perform (Deming, 1986). This assessment process should extend to the performance of the manager as a leader, because what the performer does is mainly a reflection of the manager’s behaviour in terms of on-the-job training, coaching and guidance. Campbell, et al. (1993) argues that determinants of job performance are knowledge, skill and motivation factors. In his model of performance3, Campbell argues that the three variables have a functional relationship the impact of which determines or influences an individual’s performance.

Performance measurement in local government

The literature on performance measurement in government is starting to address issues of strategic linkages with operational performance and this is consistent with the literature on the dimensions of performance in general. However the literature on PM in local government is less strategic in focus. It is still largely grounded in operational concepts of efficiency, with a lower emphasis on the dimensions discussed above. Palmer’s (1993) research provides evidence that organisations concentrate on measuring what is easily measurable and in local government this results in a bias towards measuring performance in terms of economy and efficiency, rather than effectiveness. Palmer concludes that the types of indicator most frequently used relate to costs, volume of service, utilisation rates, time targets and productivity – all measures of economy and efficiency, not effectiveness.

Increasingly there are many pressures on local government to plan for the future rather than adopt an incremental approach, which include the tender process and competition; central requirements for formal plans and increased ‘customer’ focus (Flynn and Talbot 1996). Flynn
and Talbot further suggest that much of the pressure for improved performance in the short
term may militate against strategic planning and strategic performance management. Budget
constraints, cost reduction strategies, purchaser/provider splits and a focus on financial performance can
fragment local government and prevent a strategic overview being adopted.

Whether or not a strategic focus is evident, performance measurement and review is important in local
government.

Assessing the Performance of Employees

According to Seidenfeld (2007), assessing employee performance and providing feedback to employees
is a task most supervisors dread. Consequently, they tend to put it off, or worse still, avoid it all together. Yet
providing feedback to employees is a crucially important management function.

The psychology behind the dread of providing feedback usually has to do with the early-learned rule
that we should not judge other people. In the supervisory role however, this generally good idea of not being
judgmental is sadly misplaced. Supervisors should understand that, properly given, when they offer feedback
they are not judging people; they are objectively assessing performance (Seidenfeld, 2007). Employees need
and want frequent feedback on their performance. In fact, feedback is something we make use of constantly.
For example, when driving, we constantly watch the road, judging how close to the centre line we are
driving, then how close to the shoulder. We constantly use feedback to keep us going straight down our lane.
Imagine driving without getting visual feedback: disaster.

Nobody ever learns new skills, or improves at anything, without feedback. Whether it's learning to ride
a bike, when the feedback of falling over teaches us to not lean that way or learning to prepare a new recipe,
where our gustatory feedback tells us we need to add more salts feedback is vital. It is even more vital when
learning tasks and improving in something as complex as handling animals in a laboratory (Seidenfeld, 2007).

According to Seidenfeld, (2007) employees will perform without feedback. But without feedback from
their supervisors, employees will make their own work assessments or try to get feedback from their friends
and co-workers. Such self-assessment, by its nature, cannot be objective, and it is not likely to be very
accurate (Seidenfeld, 2007).

What supervisors must be concerned about when giving feedback are accuracy and objectivity, and how
much it will help the employee do a better job. Only the employee's supervisor can give this kind of
feedback.

When employees perform well, they need positive recognition to keep them motivated; if their
performance is not up to snuff, they need to know it. And they need to know very specifically, in behavioural
terms, just what it is that isn't going right (Seidenfeld, 2007).

There can be many reasons why an employee may not be performing well. For one thing, the employee
may not see the job from a broad perspective and how his/her specific job meshes with other jobs in the
organization. Or employees don't fully and clearly grasp what is expected of them which could lead to their
not appreciating the level of performance quality that's required. Another source of poor performance may
be employees never having been clearly told which aspects of their jobs have top priority. Other common
causes of poor performance may be such factors as:

- Lack of training, so employees do not know how to do certain things.
- Failure to understand why thing must be done a certain way (Seidenfeld, 2007).
- Personal or emotional problems.
- Boredom, so that little thought or energy is devoted to the work.
- Resentment towards the organization, or general dissatisfaction.
- Lack of motivation, not caring about the job.
But whatever the reason for the poor performance, a meaningful performance assessment will help to identify problems so they can be addressed.

3. Methodology

A field within case study approach is used in this study as this is regarded to be an exploratory research of a contemporary phenomenon. Field studies and interviews during case studies provide richer data than can be gained from survey research, and can explore causal effects more closely (Abrahamson, 1983). Primary data gathered from the interviewees during case studies have been used to give meaning to the results. The study is qualitative but the strategy for analytical framework is both quantitative and qualitative. The main research instrument which was used to collect and collate data from the field was questionnaire. Again, secondary data was sourced through desk research, which included the Internet. Sixty respondents were randomly selected from Atwima Nwabigya District Assembly. Out of these, fifty respondents were able to complete the questionnaires which was analysed using the Statistical Package for Social Science (SPSS) computer software.

4. Results and Discussion

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHS,GCE,O/A level</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Degree</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Masters</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The table above in 4.3 shows the level of education of the respondents conducted on fifty people in their working environments. The analysed data shows that 10% of the respondents are SHS, GCE and O/A certificates holders, 10% of them have Diploma certificates, 60% of them have degree certificates and 20% of them have master degree certificates holders.

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3years</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>4-7years</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>8-15years</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The table in 1.1 shows the how long respondents have worked in their respectively workplaces. The survey shows that 40% have worked between 1-3years, 34% of them have worked between 4-7years and 26% of them have worked between 8-15 years respectively. From the survey employees who have worked between 1-3years were the majority of the respondents.
Reasons Why District Officers Leave A District Assembly? (Table 1.2)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>poor remuneration and fringe benefits</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td>better job offer</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The table above shows the various reasons why district officers leave an assembly. The survey was conducted on fifty members and it exhibited as 62% saying they are considered leaving an assembly due to poor remuneration and fringe benefits they receive and 38% said they are considered leaving because of better offer by different organizations they applied. This therefore implies that poor remuneration and fringe result in district officers leaving a particular district assembly.

Feeling Motivated To Go Extra Mile To Help The Organization (Table 1.3)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The analysed data above shows fifty respondents of the various organizations’ who feel motivated to go extra mile both internally and externally to make a particular assembly develop to a certain height. The survey shows that 40% of them said yes to feeling motivated and 60% of them said no to the fact that they do not feel motivated in delighting the organization both internally and externally. This therefore implies that the district officers do not feel motivated in helping the organization expand.

Figure 1
Rate of Enthusiasm and Morale of Employees in a Job and the Organization

The figure above shows the level of enthusiasm and morale shown by the employees in an organization. It is exhibited as 56% of them saying, they feel average enthused to work harder, 26% of them are highly enthused, 8% of them are very highly enthused, 4% of them feels low enthusiasm and 6% feels very low level of enthusiasm at their work places. This implies that employees to some extent feel enthused to work harder in the organization.
The survey data shows the experience level of employees given the opportunity to work in a district assembly rather than for improved knowledge. The analysed data shows that 32% of them said yes and 68% of them said no to the assertion.

**Table 1.5**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The survey data shows the experience level of employees given the opportunity to work in a district assembly rather than for improved knowledge. The analysed data shows that 32% of them said yes and 68% of them said no to the assertion.

**Figure 2**

*The Zeal and Attitudes of District Officials*

The survey shows the fifty respondents zeal and attitudes in their respective departments. It is exhibited as 10% of them feels they show very high zeal at work, 44% of them saying they show high zeal, 32% of them saying they show average zeal and 14% of them show low zeal at work.

**Table 5**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENT</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013

The table below shows the fifty respondents in an attempt to find out the level of performance is as a result of motivation. It is exhibited as 68% of them saying yes to the assertion and 32% of them saying no to the fact that level of performance does not leads to their motivation to work harder.

This therefore implies that level of performance as a result of motivation leads to the employees working hard in the organization.
Figure 3
Motivational Options Made By an Organization

The figure shows the following factors that motivate employees of an organization to work harder conducted on fifty respondents. The data analysed shows that 42% of them are motivated to work harder due to higher salary, 22% of them are motivated to work harder because of the sense of achievement, 16% of them are motivated because of recognition in the organization and 20% of them are motivated on the premise of current advancement in the organization.

Factors That De-Motivates an Employees in an Organization (Table 5.1)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE%</th>
</tr>
</thead>
<tbody>
<tr>
<td>inadequate reward system</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>uninteresting and routine job schedule</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>lack of requisite training for employees</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>poor working conditions</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

The survey shows fifty respondents of employees in an organization to factors that de-motives them to perform poorly. It is indicated as 30% of them performing poorly due to inadequate reward system instituted by an organization, also 10% of them perform poorly due to uninteresting and routine job schedule by an organization and furthermore 20% of them do not perform due to lack of requisite training programs by the organization and lastly 40% of them do not put on their best performance due to poor working conditions. This therefore implies that employees perform badly in an organization due to poor working conditions.

Recognition Made By Employers To Employee Of An Organization (Table 5.2)

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013
The table shows the fifty respondents responses to the recognition made by employers to employee of an organization for work done. The survey depicts that 76% of them saying to the assertion and 24% of them saying to the fact that recognition does not motivates them performs harder. This therefore implies that recognition helps increase a company’s performance in the long run.

**Factors That Influence High Performance At Work**

The factors are as follows:

- Job satisfaction
- Recognition
- Sense of achievement
- Good salary
- Training and development

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>RESPONDENTS</th>
<th>PERCENTAGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>below average</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Average</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>above average</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Credit</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Excellent</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: survey data: May 2013
The table above shows the job satisfaction as a part of factors that promotes high performance level at work of fifty respondents of employee’s in respective organizations. The survey shows that 18% of them are satisfied below average, 40% of them are satisfied averagely, 20% of them are satisfied above average, also 20% of the respondents are satisfied on the premise of credit performance and 2% of them are satisfied with good excellent work done.

This means those employees are satisfied averagely in the respective district assemblies and organizations.

**Good Salary**

![Good Salary Chart]

Source: survey data:  May 2013

The table above shows the good salary as a part of factors that promotes high performance at work of fifty respondents of employee’s in respective organizations. The survey shows that 44% of them are satisfied below average, 36% of them are satisfied averagely, 6% of them are satisfied above average, also 8% of the respondents are satisfied on the premise of credit performance and 6% of them are satisfied with good excellent work done.

This means those employees are satisfied below average in the respective district assemblies and organizations.

**Figure 6**

**Training Development and Communities**

![Training Development and Communities Chart]

Source: survey data:  May 2013
The table above shows the job satisfaction as a part of factors that promotes high performance at work of fifty respondents of employee’s in respective organizations. The survey shows that 20% of them are satisfied below average, 28% of them are satisfied averagely, 20% of them are satisfied above average, and also 32% of the respondents are satisfied on the premise of credit performance.

This therefore implies that those employees are satisfied below averagely in the respective district assemblies.

The survey made emphasis on the motivational incentives made available to employee in Atwima Nwabiagya district assembly. It was shown that 44% employees prefer higher salary as a main incentive in high productivity.

The survey shows that 40% of the employees are de-motivated due to poor working conditions in the organization. In addition employees in the district assembly are averagely satisfied and also employees tend to have an average sense of achievement when working in such organization. It represents 36%. Furthermore, the survey indicates that 76% of the district officials do not think that fair and equitable does encourage high performance in an organization.

Also, the survey indicated that 60% of the employee go the extra mile to perform well in the organization both internal and externally.

Again, the survey implies that 54% staff turnover and employee apathy come about as a result of poor rewards systems instituted by the district assembly.

Lastly, the survey indicates that 40% of the respondents were senior level workers.

5. Conclusions

The study is of great importance to public officers. The survey sought to find the factors that can improve and derail a public officer to put his maximum effort in solving problems associated with increasing their productivity. The study makes us to understand the following;

- The public sectors are encouraged to work hard if they are given high salary and good working conditions.
- Also the study highlighted that majority of the public officers consider leaving public offices due to poor remuneration and fringe benefits in search of better working conditions and good remuneration elsewhere.
- Lastly many public officers go extra mile to improve the growth of the organization by doing things if they are highly motivated.

6. Recommendations

The following recommendations are considered:

- Proper and efficient working conditions should be instituted in the public offices to help increase employees performance level.
- Also better compensation and rewards systems should be instituted by the heads of the public institutions to aid employee work harder in the various public corporations.
- In addition, the heads of the various public institutions should organise training programs meant to increase the knowledge and skills of employees.

Employees who work harder and perform well and meet their targets should be motivated by their respective organizations by giving them a special treatment in terms of incentives like bonus etc. to induce others to follow their footsteps. The state government should find ways to motivate their employees to work up to the maximum level, improve their work attitudes towards work values and the most important is to be aware of public opinion towards the public service.
References


