

**A Study into the Motivation of National Service Personnel in the
Atiwa District**

by

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DECLARATION

I hereby declare that this submission is my own work toward the commonwealth Executive Masters in Business Administration and that, to the best of my knowledge, it contains no material previously published by another person no material which has been accepted for the award of any other degree of the university, except where due acknowledgment has been made in the text.

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ABSTRACT

The study explain how National Service Personnel in the Atiwa District are motivated to give of their best for National development by examine the types of motivational packages available, and determine the motivational packages service personnel preferred the district director to offer them and the problems associated with motivating the service personnel. A descriptive design using the survey methods was used to collect data from 154 service personnel using the stratified sampling methods. The major findings of the study are that there are various motivational packages available to the service personnel in the Atiwa district and they include visits by the District Director, regular allowance and award of national service certificate in recognition of rendering service to the nation. The most preferred motivational packages of service personnel are the provision of accommodation and posting of personnel to institution related to their study. Major recognitions include provision of accommodation for the service personnel especially those in the rural communities and provision of adequate budgetary allocation to motivate service personnel at the end of the service period.

DEDICATION

The researcher dedicates this work to his wife Emma Aduako and his children Mirabel, Eucharslla and Junior for their financial and moral support.

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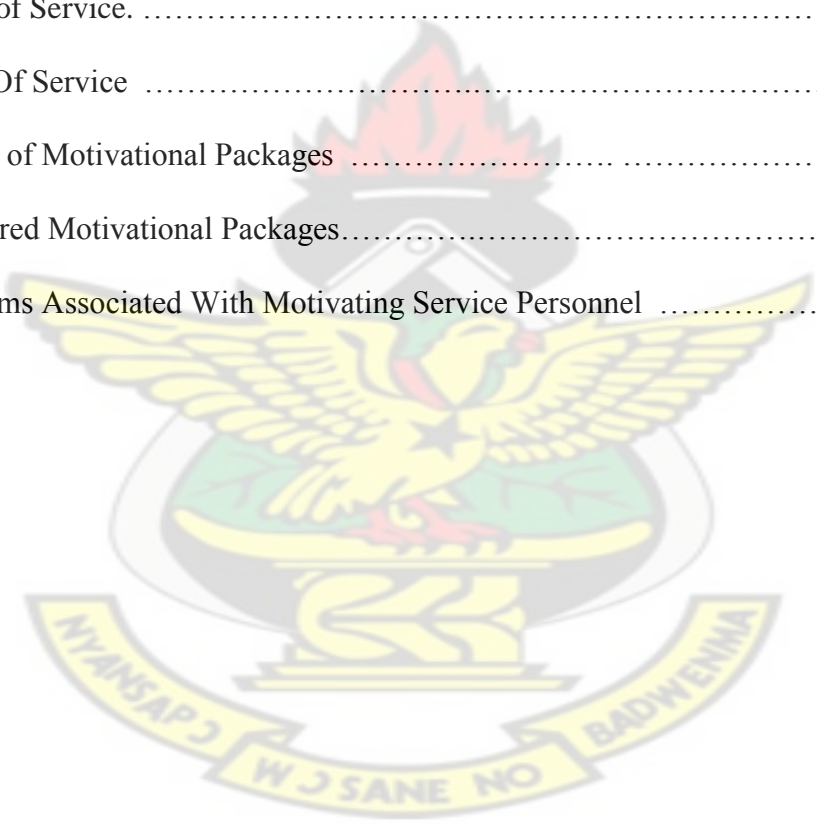
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The Ghana National Service Scheme was established in 1973 by a Military Decree (NRCD 208) with the mandate to mobilize and deploy Ghanaian citizens of 18 years and above especially newly qualified University graduates on national priority development programmes that contribute to improving the quality of life of the ordinary Ghanaian for one year mandatory service (GNSS 2011).

The scheme was later given the statutory legitimacy under the 1979 constitution of Ghana with the thrust of NRCD 208 being upheld. The National Service Acts of 1980 (Acts 426) was promulgated and passed by the parliament of Ghana to give legal and constitutional backing to the scheme. The mandate of the scheme remains the same and the duration of service was extended from one year to two years. The Act which was brought into force in 1982 further stipulated a six months military orientation for the service personnel to instill in them a sense of discipline, patriotism and a culture of hard work, (GNSS 2011).

In 1997, a cabinet decision reduces the duration of the service to one year, following a recommendation from the ministry of education which has oversight responsibility over the scheme. The scheme has since been operating on the provision of Act, 426 of 1980 which provides the legal framework and decision for programme design and implementation.

The scheme, since its inception has become the institutional option for the Ghanaians youth especially tertiary education to exercise their civic responsibility towards the state through service (GNSS 2011).

According to Ghana Business News report 2011, every year several thousands of graduates are posted to various sectors as service personnel. In 2009/2010 service year 6,700 graduates were posted, in the 2010/2011 service year Fifty thousand and sixty Nine (50,069) were posted (NSS 2011). The service is done irrespective of type of sponsorship the individual may have received or the country in which the tertiary course was pursued. The personnel upon posting to an establishment are subject to the rules and regulations that govern it (Service Personnel are paid monthly allowances and this is determined by the Ministry of Finance).

The motivation to work as a Service Personnel is most often low among most Service Personnel and this is due to a number of problems such as delay in paying allowances, accommodation for personnel and inaccessibility to service post. These situations has compelled National Service Personnel Association (NASPA) to suggest that the policy which motivate teachers and other professionals who accepts postings to such deplorable areas should apply to National Service Personnel, because benefitting from such motivational packages will encourage more Service Personnel to accept postings to rural areas (Ghanaian Chronicles, 2010).

1.2 STATEMENT OF THE PROBLEM

Atiwa District is one of the under resource districts in Ghana, most of its roads are in bad shape and inaccessible, social amenities are concentrated in few communities and in the district capital. These problems most often compel National Service Personnel not to accept postings to Atiwa District. Of those who accept postings, normally either do not serve to the service period or become truant throughout the period of service.

Another situation that compounds the problems of Service Personnel in the district is poor accommodation facilities as well as delayed service allowances.

It is hoped that when Service Personnel are motivated well and the basic necessities needed for a decent living are provided, Service Personnel in the district will be more committed to give off their best to help accelerated development in the district.

It is as a result of these problems emanating from poor motivation that the researcher wants to assess the motivational package available for Service Personnel in the district, the view of promoting the activities as well as retaining Service Personnel in the district.

1.3 OBJECTIVES OF THE STUDY

The general objective of the study is to explore how National Service Personnel in the Atiwa District could be motivated in order to give off their best in the period of service.

The specific objectives are to:

1. Examine the types of motivational packages available for Service Personnel in the Atiwa District.
2. Determine the motivational packages Service Personnel would want management to offer them during their period of service
3. Analyse the problems associated with motivating Service Personnel in the District.

1.4 RESEARCH QUESTIONS

1. What are the types of motivational packages available to National Service Personnel at Atiwa district?

2. What are the motivational packages National Service Personnel at Atiwa District prefer the National Service Secretariat provide for them during their service period?
3. What are the problems associated with motivation of National Service Personnel in the Atiwa district?

1.5 SIGNIFICANCE OF THE STUDY

This study has a number of importance to its major stake holders in Ghana. A key stakeholder and a major beneficiary of this study is the national service personnel. This study will be of great importance to the national service personnel because management will be able to determine the types of motivational packages they require. Information on this will be incorporated into the motivational packages given to the national service personnel. The ability to identify this motivational packages and also making provisions to provide them will increase the national service personnel commitment to duty and also increase national productivity. When the national service personnel are motivated well it will reduce absenteeism and the situation where national service personnel refuse posting.

Another importance to be derived from this study is that, the national service secretariat in the district will be able to plan well and provide all the needed motivational packages for the national service personnel.

It is also seen that, this study will serve as a reference material which will guide all stakeholders on the motivational packages required by national service personnel. This information will help

accelerate the rate of development in the Atiwa district in particular and all other district the national services personnel would be working.

1.6 SCOPE OF THE STUDY

The study is limited to national service personnel in the Atiwa district and it also highlights on the motivational packages for the national service personnel. Even though there are a lot of problems facing national service personnel, only those related to motivational packages will be considered.

1.7 LIMITATIONS OF THE STUDY

The lack of database on motivation and welfare of National Service Personnel made it difficult to get secondary data to support the primary data collected for the study. Due to the problem the base of primary data collected was widened by including a lot more national services personnel for the study.

Another limitation of the study was the difficulty of locating the national service personnel. To solve this problem, the researcher had to wait till the end of the month when national services personnel will come to the office to collect their payment cards in order to get them to fill the questionnaires for him.

1.8 ORGANISATION OF THE STUDY

The study was organized into five chapters. The chapter one was the introduction and it considered the background of the study, statement of the problem, research questions, significance of the study, limitations and scope of the study. The chapter two was devoted for the review of Literature whiles the chapter three for the methodology.

The chapter four considered the data presentation and analysis and the last chapter looked at the conclusions and recommendations of the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter takes into consideration Definitions of National Service, Reasons for Service, Types of Motivation, Strategies of Motivation, Public Service Motivation, Altruism, Motivation and Performance.

2.1 DEFINITIONS OF NATIONAL SERVICE

A starting point for developing an understanding of public service motivation is the motivation concept, a pivotal concern of modern organizational research. Its centrality to modern organizational research also helps to account for the diversity of definitions. We prefer, following Perry and Porter (1982), to conceive of motivation broadly as the forces that energize, direct, and sustain behavior. This definition is similar to Pinder (1998), who describes motivation as internal and external forces that initiate work-related behavior, determining its form, direction, intensity, and duration. Although motivation is often studied in the context of work, we prefer not to limit the scope to 'work' only, in part because the forces themselves are not bounded by tasks alone, but involve environmental forces, the work itself, and individual needs and motives.

The notion of youth providing some form of voluntary social service is well known and is accepted in many countries (Rapoport, Penso, & Garb, 1994). Such volunteering is part of a long-standing historical tradition, for which references can be found even in the Bible, in association with the right to work with the Tabernacle (Ezra 2:68; Numbers 3:6) and in

volunteering for war (Judges 5:3). The boundaries between service and National Service are not clear, as in many ways all forms of service, even military, can have common elements with the National Service. Today, National Service is typically identified with programs in which people volunteer for some kind of “civil service” (Sherraden & Eberly, 1990).

The specific shape of National Service, in whatever form it may take, is influenced by socio-cultural variables of the particular society in which it is implemented (Americorps, 2003). This study focuses on the characteristics, motivations, and opinions of National Service volunteers (NSVs) in regard to their service. Historically, the National Service program of Israel originated in 1971 and served the purpose of providing a substitute for military service for religious girls. It should be understood in the context of the political struggle between the secular and the religious groups in the country. Whereas the religious parties wanted to protect the females from the detrimental effects of military service on their morals, those who were Zionists still believed in some form of substitute service that would accommodate their moral and educational goals (Rappaport et al., 1994). The program is presently run by various organizations that received their mandate from the Ministry of Labour and Social Affairs (Molsa, 2003). Some represent the most orthodox sector of the population, whereas others serve less religious or secular groups of individuals who are not accepted to the army because of religious, moral (e.g., conscientious objectors), or medical reasons. The inclusion of the possibility to enlist volunteers who refused to serve in the IDF reflects present-day realities. The volunteers, usually high school graduates (to avoid additional training during national service), serve for 1 or 2 years. Service takes place in various social welfare agencies approved by the relevant ministries and supervised by the voluntary organizations that recruit, train, and supervise the volunteers (Molsa, Mingal, 2003;

Sherraden & Gal, 1990). Volunteers live in rented homes and receive a low wage to cover their living expenses. They work during the week on the same schedule as other workers in the agencies employing them.

Following 1 year of service, the volunteers are eligible, as is any other soldier, to various benefits (such as bonuses, grants, and scholarships, calculated in accordance with length of service) (Molsa, 2003; State Comptroller and Ombudsman, 1996, 2003). During the last few years, about 7,000 volunteers have been serving annually in the Israeli National Service (Amzaleg S., 2002). As of September 2002, the Ministry of Labour and Social Affairs is running an experimental program to enlist 250 males in the National Service programme. The problems related to female service from the Jewish religious sector of Israeli society are related to the need to serve and to be integrated into general society while fulfilling the requirements of religious life. Volunteering for National Service is one avenue for solving this problem.

It is an accepted view that volunteering for National Service is an expression of pro-social behavior on the personal level and an expression of social solidarity and mutual commitment on the public level. Motivation for voluntary behavior can be viewed on a continuum, with altruistic motives at one end and a series of beneficiary behaviors at the other (Clohesy, 2000). Altruistic behavior, as it affects volunteer behavior, can be defined as moral, voluntary, tendentious, and giving behavior, with no expectations of reward (Chapman & Morley, 1999; Clary & Snyder, 1999). Clary and Snyder (1999) suggest that the same act may be generated by different psychological motives for the same individual at a given time or may be undertaken with a different emphasis for given individuals at different times.

However, they propose that many people have various reasons for volunteering and that the motivations cannot be classified as either altruistic or egotistic.

2.2 REASONS FOR SERVICE

An extended review by Smith (1994) indicated that the main categories of reasons for participation in voluntary organizations and volunteer work are contextual variables in the environment of the individual, social background variables, personality variables, attitudinal variables, situational variables, and social participation. The initial motivation to volunteer is a result of the process of socialization (Raviv, Bar-Tal, Raviv, & Fleissig, 1987) and of social expectations at a given time. Volunteering is also found to be affected by ethnic and by religious factors (Gidron & Lazar, 1998). Priorities regarding volunteering generally express individual choice, which in turn is a result of self-perception and of social expectations (Schneider, 1996).

Volunteers assess their costs and benefits differently in various types of organizations. However, a general relationship exists between participation and normative and social benefits, namely, that greater participation is associated with greater benefits (Chinman & Wandersman, 1999).

2.3 MOTIVATION

Along with perception, personality, attitudes, and learning, motivation is a very important part of understanding behaviour. Luthan (1998) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with and acts in conjunction with other mediating processes and with the environment. Luthan stress that, like the other cognitive process, motivation cannot be seen. All that can be seen is behaviour, and this should not be

equated with causes of behaviour. While recognizing the central role of motivation, Evans (1998) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". Luthan (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive". Therefore, the key to understanding the process of motivation lies in the meaning of, and relationship among, needs, drives, and incentives. Relative to this, Minner, Ebrahimi, and Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke, in Adeyemo (1999) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance (e.g., as a librarian). Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job

assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or non-profit".

2.4 STRATEGIES OF MOTIVATION

Bernard in Stoner, et al. (1995), accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed". Bernard looks at workers, in particular service persons, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era, employers must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate National Service Persons? The following are strategies:

2.4.1 SALARY, WAGES AND CONDITIONS OF SERVICE

To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so

on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

2.4.2 MONEY

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, et al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a Service Personnel has another job offer which in the course of rendering her service, has an identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

2.4.3 STAFF TRAINING

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The management of the service scheme must have good training programme. This will give the service personnel opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

2.4.4 INFORMATION AVAILABILITY AND COMMUNICATION

One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others (Olajide, 2000). To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing,

Silverthorne (1996) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees, managers, and non-managers.

2.4.5 JOB SATISFACTION

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and coworkers.

Job satisfaction of the National Service Personnel naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). Service personnel who cannot get a sufficient wage will be faced with the problem of maintaining his or her life. This problem puts the personnel far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives -cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction of the service personnel who has an important place in the society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of the service personnel gains importance (Ebru, 1995).

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international

standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

Other researchers (e.g. MacDonald, 1996; O'Toole, 1980) argue in favour of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile.

Studies of job satisfaction and service seem to consistently show there is a relationship between professional status and the job satisfaction. High levels of job satisfaction are observed in those professions that are of good standing in society. Age is one of the factors affecting job satisfaction. Different studies conducted show that older workers are more satisfied (Davis, 1988:100). Kose (1985) found a meaningful relationship between the age and job satisfaction; Hamshari (1983), age and professional experience (Delia 1979; Hamshari 1986), educational level (Well-Maker, 1985; Hamshari, 1986); level of wages (Vaugan and Dunn in Adeyemo, 1997); sex (D'elia 1979; Lynch and Verdin, 1983).

Paramer and East (1993) discuss previous job satisfaction research among Ohio academic library support staff using Paul E. Specter's job satisfaction survey. The 434 respondents indicated general satisfaction among females with less experience who worked in public services. Tregone (1993) tried to determine the levels of cooperation of media specialists and public librarians. A significant correlation was shown between the level of satisfaction and the type of library, although librarians in public libraries showed greater satisfaction.

Similarly, the result of some other studies have shown meaningful relations between job satisfaction and wages, management policy, working conditions, possibilities of promotion, gaining respect, the size of the organization and self- development and achievement of the use of talents (Ergenc, 1982a; Sencer, 1982; Kose, 1985; Yincir, 1990). Philips (1994) studied the career attitudes of 109 master level workers and the relationship between age, career satisfaction and career identity. His results indicate that over time personnel become happier with their profession and more committed to their line of work.

Satisfaction of volunteer workers depends on several aspects of their work, including the degree of overlap between expectations and the actual experiences on the job, relationships with coworkers, management, and clients (Stevens, 1991). Aside from demographic and personality traits and the experience of helping others (Clohesy, 2000), involvement in administration, supervision, and symbolic rewards were among the core predictors of volunteers' satisfaction (Cnaan & Cascio, 1999). Moreover, the worker's position within the organization is very important because it affects one's self-image, work satisfaction, and productivity (Finlay, Martin, Roman, & Blum, 1995). To a large extent, attitudes toward the organization are shaped by the behavior of management and of other workers (Parker, Dipboye, & Jackson, 1995). Thus, when evaluating volunteers in an organization, the whole system and its effects on the individual need to be examined. In light of the present controversy surrounding National Service and the limited knowledge available about those who perform these services, about their characteristics, and about attitudes, we studied the impact of their surrounding social networks (family, friends, community, and society), their level of satisfaction with National Service conditions (living

conditions and benefits), and their level of satisfaction with their work (workplace conditions, the work itself, staff attitudes, and public attitudes).

2.4.6 ORGANIZATIONAL COMMITMENT

A wide variety of definitions and measure of organizational commitment exist. Becker, Randal, and Riegel (1995) defined the term in a three dimensions:

1. a strong desire to remain a member of a particular organization;
2. a willingness to exert high levels of efforts on behalf of the organization;
3. a define belief in and acceptability of the values and goals of the organization.

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being.

Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment (Nortcraft and Neale, 1996).

Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe three components of commitment:

1. an identification with the goals and values of the organization;
2. a desire to belong to the organization; and

3. willingness to display effort on behalf of the organization.

A similar definition of commitment emphasizes the importance of behaviour in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore, commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

Based on the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). All three components have implications for the continuing participation of the individual in the organization. The three components are:

1. Affective Commitment: Psychological attachment to organization.
2. Continuance Commitment: Costs associated with leaving the organization.
3. Normative Commitment: Perceived obligation to remain with the organization.

Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job

while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Armstrong, 1999 asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programmes, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Studies on commitment have provided strong evidence that affective and normative commitment are positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Based on this finding, it is important for the government to identify service personnel's commitment pattern and map out strategies for enhancing those that are relevant to organizational goals. Researchers (e.g. Mayer and Allen, 1997) have found that age was positively correlated with affective and normative commitment, but not to continuance commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to commitment.

Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are interesting work, coworker's attitudes towards the organization, organizational dependency, age, education, employment alternatives, attitude of family and

friends. The variables explain 65% of the variance in organizational commitment. Glisson and Derrick in Adeyemo and Aremu (1999) in their study of 319 human service organization workers analyzed the effects of multiple predictors (job, organization, and worker characteristics) on satisfaction and commitment. They showed that skill variety and role ambiguity are best predictors of satisfaction, while leadership and the organization's ages are the best predictor of commitment. Ellemer, Gilder, and Heuvel (1998) found that background variables as gender, level of education, or team size were not clearly related to three forms of commitment. Adeyemo (2000) reported a positive correlation between education and organizational commitment. Irving, Coleman, and Cooper (1997) found that age was not related to organizational commitment. Meyer and Allen (1984) earlier argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work. On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organizational commitment. Similarly, it was found by Irving et, al. (1997) that the men in their sample had higher level of commitment than the women.

2.5 PUBLIC SERVICE MOTIVATION

Public service motivation originates from beliefs that the motives of public servants are different from their private sector counterparts. As Elmer Staats (1988), former Comptroller General of the United States, concluded after fifty years of public service: — ‘Public service’ is a concept, an attitude, a sense of duty- yes, even a sense of public morality (601).

In public administration, public service motivation has been defined in several different, but compatible, ways. Perry and Wise (1990) defined it as —an individual's predisposition to

respond to motives grounded primarily or uniquely in public institutions and organizations (368). The definition clearly sought to emphasize motives, such as civic duty and compassion, which are commonly associated with public enterprises.

In a subsequent analysis of public service motivation and government effectiveness, Rainey and Steinbauer (1999) offer a more general definition of public service motivation. They associate the construct with altruism in referring to public service motivation as a —general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind (20). The Rainey and Steinbauer definition is similar to Brewer and Selden (1998), who defined the concept as —the motivational force that induces individuals to perform meaningful ... public, community, and social service, emphasizing its behavioral implications and applicability beyond the public sector.

The most recent variation of the definition within public administration emanates from Vandenabeele's (2007) research in Europe. Vandenabeele (2007) defines public service motivation as the belief, 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. The primary departure of this definition from others is the addition of values as a component of institutional identity.

2.6 ALTRUISM

Public administration definitions of public service motivation invoke both the concepts of self-sacrifice (Perry and Wise, 1990; Perry, 1996) and altruism (Rainey and Steinbauer, 1999). Thus, research about altruism has direct relevance for research about public service motivation.

Piliavin and Charng (1990) observe that altruism has traditionally been defined in terms of costs, but they argue that motives should be central to its definition. They write: —We have chosen to adopt a largely motive-based definition of altruism as behaviour costly to the actor involving other-regarding sentiments; if an act is or appears to be motivated mainly out of a consideration of another's needs rather than one's own, we call it altruism (30).

Economists have connected public service motivation to altruism, meaning the willingness of individuals to engage in sacrificial behaviors for the good of others without reciprocal benefits for themselves. Patrick Francois (2000) referred to public service motivation as employees providing - effort out of concern for the impact of that effort on a valued social service (275). In his research on public servant motivation and policy design, the economist Julian LeGrand (2003), after reviewing relevant literature, including research about public service motivation, concludes that —it is hard to dispute the view that altruistic motivations are prevalent among the providers of public services. Thus, economists have fairly consistently equated public service motivation with altruism.

2.7 MOTIVATION AND PERFORMANCE

The second proposition in Perry and Wise (1990) focused on the relationship between public service motivation and individual performance is “In public organizations, public service motivation is positively related to individual performance.”

Perry and Wise (1990) noted at the time: Systematic empirical evidence about the relationship between public service motivation and performance does not exist (371). Their arguments for the proposition rested on two premises. First, public jobs would be intrinsically motivating for individuals with high public service motivation because these individuals would embrace work characterized by attributes such as high task significance. Second, public service motivation is likely to affect positively organizational commitment, which influences prospects for reliable role behaviors and innovative activities, both of which are critical for high individual performance.

Several studies (Naff and Crum, 1999; Alonzo and Lewis, 2001; Bright, 2007; Leisink and Steijn, 2009; and Vandenabeele, 2009) have tested the proposition by using self-reported measures of individual performance. In an early study, Naff and Crum (1999) found a positive relationship between public service motivation and self-reported performance appraisals among U.S. federal employees. In a subsequent study of federal employees with data from the 1991 Survey of Federal Employees and 1996 Merit Principles Survey (MPS), Alonzo and Lewis (2001) used job performance ratings and grade to measure performance (Alonzo & Lewis, 2001). Using a different model specification for the 1996 data than Naff and Crum (1999), Alonzo and Lewis were able to replicate Naff and Crum’s findings that public service motivation had a positive impact on performance ratings. Alonzo and Lewis were unable, however, to find a

relationship between valuing service to others and higher ratings in the 1991 data set. Public service motivation also had no association with grade level in 1996 and valuing service to others was negatively related to grade level in 1991. Although Alonzo and Lewis acknowledged that differences across the data sets in key measures made multiple interpretations of their findings plausible, their analysis raises legitimate questions about the original proposition. Three of the studies that used self-report of performance also incorporated measures of person-organization fit into their models. Bright (2007) used self-reported performance as the dependent variable in a model that tested person-organization fit as a mediator of the relationship between public service motivation and performance. His sample consisted of 205 public health care, city government, and county employees from Indiana, Kentucky and Oregon. He found indirect effects of public service motivation mediated by the fit measure, but no independent direct effects. In a study of a large sample of Flemish state civil servants, Vandenberghe (2009) concluded there was a positive and significant relationship between public service motivation and performance, as measured by employee self-reports. In contrast to Bright (2007),

Vandenberghe found support for both direct and indirect effects on performance. The indirect effects were mediated by job satisfaction and normative and affective commitment of the motivation-performance relationships. The third of these studies (Leisink and Steijn, 2009) analyzed the effects of public service motivation on three performance-related outcome variables, commitment, willingness to exert effort and perceived job performance in a sample of 4130 Dutch public employees from all levels and a variety of functions. The hypothesis that person-organization fit mediates the relationship between public service motivation and the

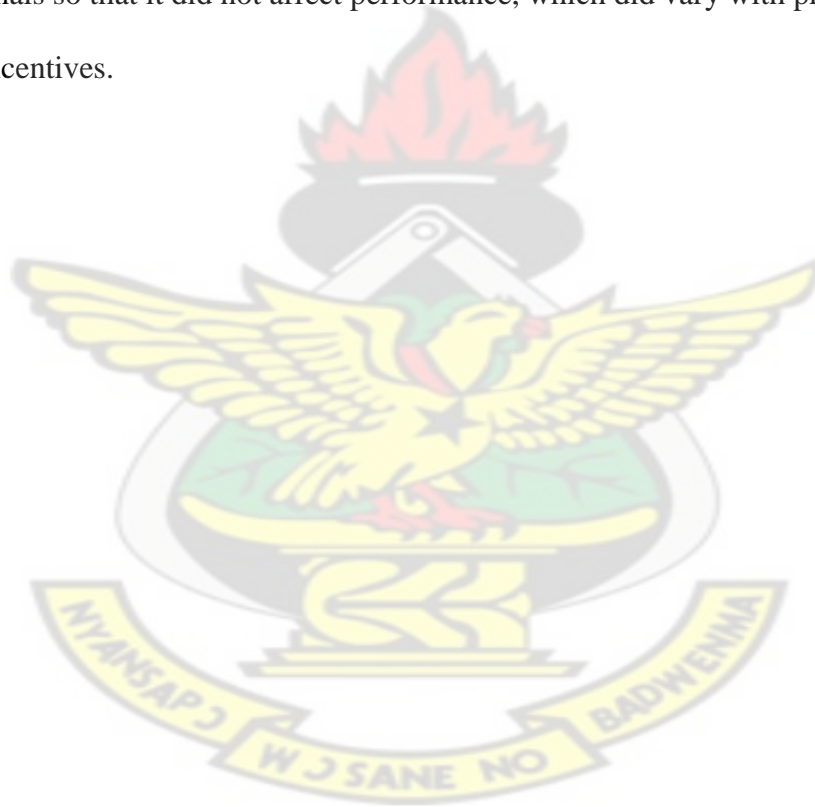
outcome variables was rejected. The effects of public service motivation and fit on the outcome variables were independent.

Two other studies tested a model proposed by Rainey and Steinbauer (1999) in which public service motivation is one of three types of motivation that are the proximate determinants of the effectiveness of government organizations rather than individual performance. The first of these two studies (Brewer and Selden, 2000) again used data from the U.S. 1996 MPS. It found a positive and significant relationship between public service motivation and perceived organizational effectiveness. The second study used responses from 1739 full-time public employees in nine central government, five provincial, and twenty-six lower-level local government agencies in Korea. Kim (2005) found that public service motivation was a significant positive influence on perceived organizational effectiveness, replicating the results of Brewer and Selden (2000).

Ritz (2009) used a three-item survey-based measure of internal efficiency as the dependent variable in a sample of 13,532 Swiss federal employees from all seven ministries. He independently entered two dimensions of public service motivation, attraction to public policy making and commitment to the public interest, into regressions. Commitment to the public interest was significant, but attraction to public policy making was not.

In addition to studies of individual and organizational performance, scholars have also looked at discrete variables that represent facets of performance or could mediate the motivation-performance relationship. Brewer and Selden (1998) concluded that public service motivation was positively related to propensity to blow the whistle. Two recent studies (Kim, 2006; Pandey,

Wright and Moynihan, 2008), one based in Korea and the in the U.S., found positive associations between public service motivation and organizational citizenship behavior. Andersen (2009) investigated the influence of public service motivation and professional norms on the performance of a sample of public and private health professionals in Denmark. The public service motivation of 24 health professionals was inferred from in-depth interviews and specific discrete behaviors were used as measures of performance for the different health professions. Andersen found that public service motivation was at the same high level for public and private health professionals so that it did not affect performance, which did vary with professional norms and economic incentives.



CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter considered the research design, sources data, study population, instrument of data collection, sampling procedures, methods of data presentation and analysis.

3.1 RESEARCH DESIGN

The study used the cross-sectional descriptive design. These designs employed only quantitative methods of data collection.

3.2 SOURCES OF DATA

Both the primary and secondary sources of data were used for the study. The primary source included the use of questionnaire while the secondary sources included the use of textbooks, journals and report on National Service welfare and motivation.

3.3 STUDY POPULATION

The study unit for this research was the National Service Personnel posted to the Atiwa District as well as the District Director and supporting staff.

3.4 SAMPLING PROCEDURES

The stratified sampling method was used for the study. National Service Personnel posted to the district were stratified according to their sexes. A proportionate number of males and females were drawn from the total number of males and females Service Personnel until the intended

sample size is reached. The sample size for each sex was put together for the total sample size of the study.

3.5 SAMPLE SIZE DETERMINATION

The total number of National Service Personnel posted to the Atiwa District for the service year 2011 to 2012 is 462. Of this number, 127 were females and 335 were males.

According to Rotary (1967) One third of a population can conveniently be used for a study provided those characteristics are homogenous. Due to this One third of each sex was determined and used as the sample size.

The sample size of the female population was 42 while that of the males was 112. And the total sample size for the study was 154. The details are presented in table 2.1

Table 3.1 Sample Size Drawn From Sexes

Sex	Population	Sample size
Female	127	42
Male	335	112
Total	462	154

3.6 INSTRUMENTS FOR DATA COLLECTION

The main instrument to be use for collecting data was the questionnaires. Questionnaire was used because the study is a quantitative type. Data was collected based on the types of motivational packages available, the motivational packages Service Personnel prefer and the

problems associated with motivating Service Personnel. The questions comprised both open-ended and close-ended questions.

3.7 METHODS OF DATA PRESENTATION AND ANALYSIS

The quantitative data collected through the use of questionnaire were summarized and using tables and charts and analyzed using percentages.

3.8 QUALITY ASSURANCE ISSUES

1. The questionnaires were pre-tested in a district similar in character to Atiwa District. A total of ten (10) questionnaires were pretested in that district.
2. Data collected was cleaned and edited before analysis.

3.9 ETHICAL ISSUES

1. Inform-consent was sought from respondents before the study began.
2. Respondents were assured of anonymity and confidentiality of any information given.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter first analysis the socio – demographic characteristics of respondents after which the type of motivation packages available to national service personnel's in the study area are analyzed. The preferred motivational packages as well as the problems associated with motivating national service personal are also considered.

4.1.0 SOCIO – DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The following socio – demographic characteristics were considered for the study sex, age marital status, level of education, place of service and institution of service.

4.1.1 SEX OF RESPONDENTS

The analysis on the sex of respondents indicated that out of the 154 respondents used for the study, as high as 62.3% were males while 37.7% were females. This suggests that there were more males than females doing national services in the Atiwa district. The details are presented in Table 4.1 below

Table 4.1 Sex of Respondents

Sex of respondents	Frequency	Percentage
Male	96	62.3
Female	58	37.7
Total	154	100

Source: field work (2012)

4.1.2 AGE OF RESPONDENTS

The study found that no services personnel has age more than 40 years and only (1.3%) were between the ages of 35 – 39. It was also found that a small percentage (3.3%) of the respondent have ages between 30 – 34, while majority of the respondent (50.6%) were between the ages 20–24 years. This suggests that the service personnel's at Atiwa districts are very youthful. The details are presented in Table 4.2 below.

Table 4.2: Age of Respondents

Age of respondent	Frequency	Percentage
Less than 20	10	6.5
20 – 24	78	50.6
25 – 29	59	38.3
30 – 34	5	3.3
35 – 39	2	1.3
40+	0	0
Total	154	100

Source: field work (2012)

4.1.3 LEVELS OF EDUCATION OF RESPONDENTS

The level of education of the respondents is high in the study area since majority (43.5%) has at least Diploma Certificates. The details are presented in Table 4.3 below

Table 4.3 Level of Education

Level of Education	Frequency	Percentage
Diploma	67	43.5
Bachelor's Degree	42	27.3
Masters' degree	0	0
Vocational/commercial/Technical	45	29.2
Total	154	100

Source: field work (2012)

4.1.4 MARITAL STATUS

Majority of the respondents (96.7%) are single whiles ((3.3%) are married. There are no divorcees and widowed respondent in the study area. The marital status confirms the facts that the services personnel's are very youthful and not yet in marriage. The detail are presented in Table 4.4 below

Table 4.4 Marital Status of Respondent

Marital status	Frequency	Percentage
Single	149	96.7
Married	5	3.3
Divorced	0	0
Widowed	0	0
Total	154	100

Source: field work (2012)

4.1.5 AREAS OF SERVICE

Majority of the respondent are serving in the public sector with a small number serving in the private sector. The study found that (53.3%) are serving in the educational sector, (20.2%) in the health sector, (14.9%) in the District Assembly, (5.9%) with the ministry of Agric and (3.9%) with the national health insurance. Only (1.9%) are serving with private organization and NGO's. the details are presented in 4.5 below

Table 4.5 Areas of Service

Institution of service	Frequency	Percentage
Educational	82	53.3
Health	31	20.2
District Assemblies	23	14.9
National Health Insurance	6	3.9
Private/NGO's	3	1.9
Ministry of Agric	9	5.8
Total	154	100

Source: field work 201

4.1.6 PLACE OF SERVICES

As high as (44%) of the respondents are doing the national service in rural communities in the Atiwa district. It was also found that (30%) of the national services personnel's are working in towns. The Atiwa district capital alone has observed (26%) of the personnel's working in the district. The details are resented in Table 4.6 below

Table 4.6 Place of Service

Place of Service	Frequency	Percentage
Village	68	44.0
Town	46	30.0
District Capital	40	26.0
Total	154	100

Source: field work (2012)

4.2 TYPES OF MOTIVATIONAL PACKAGES

Motivation is key to individual performance, group productivity and the maintenance of a pleasant office culture, Plank (2010). Base on this background, respondent were asked to determine the types of motivational packages they receives from employees. The respondents are found in Table 4.7 below.

Table 4.7 Types of Motivational Packages

Types of Motivational Packages	Frequency	Percentage
Visit	48	31.2
Regular allowance	37	24.0
Certificate	33	21.4
Consumer item on credits sales	20	13.0
Workshops & seminars	11	7.2
Special arrangement for payments	5	3.2
Total	154	100

Source: field work (2012)

Analysis on the type of motivations indicated that visit by the national service directorate in the study area to service personals in their respective place of work was seen as a major motivating factor. This constituted (48.0%) of the responses. It was indicated that when national service officials visit the personals they normally enquire about their warfare especially on accommodation problems, how they are coping with new environment and the challenges associated in doing their service. This suggests that officials from the district office care about their welfare and this makes them happy. Even though visit to the places where the service personals are working is part of the routine motivating process and aimed at ensuring that service personal are on post and are engaged in the tasked assign them, service personnel always feel happy when officials visit them. This finding is consistent with Plank (2010) study that visiting and making employees happy is one of the major strategies in developing employee friendly business. Plank further found that the ability to create employees friendly business or organization encourage works to voices complaints which goes a long way to improve performance. Visitation of officials is also seen as way of creating an informal channel of communication where worker can feel free to have fun with management and for the worker to air their views.

Visiting national service personnel is one of the ways of satisfying national services personnel needs. This is because without visiting these service personnel the challenges they face at their work places as well as their community will not be known. It is based on this, that visitation by officials is seen as a key strategy in improving workers performance.

Another major type of motivational package available to national services personnel in the Atiwa District is the regular allowances they receive at the end of every month. This constitute (24.0%) of the responses. It was found that special arrangement has been made nation – wide by the national service scheme to have the allowance of all service personnel paid regularly.

This decision was taken to motivate service personnel to stay on post. It was also taken due to the fact that they do not receive salaries and the allowances they receive should be regular in order to help them subsist. The regular allowances receive by the national service personnel in the Atiwa District gives the personnel the assurance that the official in the district care about them. Again the regular allowance receive are seen as the only monetary motivation for most of the service personnel. It was seen that it is the only source of income for most of them. The fact that service personnel will receive allowance is enough motivation for most of the unemployed youth to join the national service scheme. It has been found that even after a years' service, most unemployed youth for fear of lack of income still request to be retained on the service scheme due to the allowance they hope to receive at the end of every month. This study has found that, the monetary rewards given to national service personnel even though meager motivates lot service personnel. Based on this it is hoped that, when the allowances are increased, service personnel will be more motivated to give off their best to the nation.

Certificates to be received at the end of the service period, is seen as another motivating factor for (21.4%) of the respondents. It was found that, the fact that the national service certificate is used as a pre – requisite for gaining employment as well as admission into public tertiary institutions in Ghana, motivate the youth against all odds top do the service. Due to the importance the nation attaches to national service, it is being recommend that private institution

and establishment should also request for national service certificate from prospective applicants before engaging their services. In so doing all the youth who are legible to do national service will be complied to do it and those in service will also be motivated to serve till the end of the service in orders to get the certificate.

Given out of national service certificate in a way signifies that the government of Ghana recognize and appreciate the effort of the service personnel in nation building. Due to the importance of the certificate, a lot of the youth are motivated to stay on in order to get the certificate to show how patriotic they are to the nation. The fact that, the government of Ghana recognizes the effort made by service personnel and in recognition of their service gives them certificate support Bob (2005) assertions that recognition of employee's performance is a major motivating factor which when rewarded appropriately can increase performance at the workplace.

The ability of the officials of the national service scheme at Atiwa District to provide credits sales facility for the service personnel in their district is another major motivating factor for the service personnel. This constituted (13.0%) of the responses. It was found that, most service personnel are happy because through the credit sales, they have been able to acquire some basic consumer items which otherwise they could not have been able to acquire. It was found that the ability to acquire items such as Television sets, fans, fridge, microwave, mattress, etc. help to make the lives of service personnel at their post quite comfortable.

Workshops and seminars for service personnel's also constitute another motivating fact for 7.2% of the respondents. It was found that the induction and orientation workshops organized for the service personnel's in the district helped a lot of the personnel's to cope with the challenges associated with doing national service in Ghana in general and specifically in Atiwa District. Had it not been this orientation, a section of the service personnel would not be able to cope with the challenges and would vacate their post. Seminars on entrepreneurship has also been found to be a major motivating factor to most service personnel since it has equipped them to set up their own enterprise without having to wait on anybody for employment.

Most service personal have also built their capacities through such workshops, and seminars. For instance the seminars on how to prepare curriculum vitae as well as how to prepare for interviews has enhanced service personnel's chance of gaining employment and most service personal are happy about such an offer.

Lastly, the special arrangement made by the Atiwa district to have all service personnel take their allowance at a specific Bank, without having to join long queues is another motivating factors for (5.2%) of the respondents. This provision makes the service personal feel that, the scheme recognize their input for national development in the district, hence given them a special dispensation not to queue at specific banks in the District for their allowance.

The service personal posted to the rural communities are most happy because they do not waste time in taking their allowances at a bank, as such they are able to get back to their rural communities on time.

From the above, it can be concluded that, there are a number of motivational packages available to national service personnel's in the Atiwa District. Key among these are; visit by the District Directorate, regular allowance, to service personnel and the issue of national service certificate in recognition of rendering service to the nation.

4.3 PREFERRED MOTIVATIONAL PACKAGES BY SERVICE PERSONNEL

To do national services in Ghana, calls for a lot of scarifies by the service personnel. Due to the fact that, most of the service personnel do their service in deprived communities. Most deprived communities lack basic amenities for a decent health living. For service personnel to be motivated to offer their service to the nation there is the need to solicit their inputs for effective interactions that will address their needs. The details of their preferred motivational packages are summarised in table 4.8 below.

Table 4.8 Preferred Motivational Packages

Preferred motivation package	Frequency	Percentage
Posting with area of study in mind	41	26.6
Accommodation	62	40.3
Health conditions	20	13.0
Administrative cost charged registration should be free	30	20.1
Total	154	100

Source: field work (2012)

Majority of the service personnel in the Atiwa district (40.3%) indicated that they preferred to be provided with accommodation as a means of motivation them to work. The study found that the

situation where the service person would have to search for his or her own accommodation in the area he or she been posted normally create a lot of inconveniences. Since most of these personnel do not come from the area they render their service. The study found that some service personnel have been duped by rent agents who take undue advantage of the service personnel. Most service personnel are of the view that scheme looks for an accommodation in various towns for use by service personnel it will save the personnel from a number of troubles and inconveniences as well as motivate them to stay at post. Those who do not have accommodation do not normally stay at post. The study found that provided accommodation can be in three forms either to just look for accommodation for the service personnel to pay their full rent or provide subsidized accommodation or provide free accommodation. Any of these types are welcome especially either by subsidized or free accommodation. The study found that because in most of the cases the first allowance of the service personnel delays, it will be very motivating when service personnel accommodation are catered for since most of them do not have the means to rent an accommodation at the time their allowance had not come.

Another preferred motivational package for service personnel was identified to be posting with an area of study in mind. This constituted 26.6% of the respondent. The study found that when service personnel are posted to department or institution related to their area of study, the service personnel become happy because they can easily cope in their new environment, since they are already familiar with the work to be done. It was found that when personnel are posted to work in areas unfamiliar to them, most often such service personnel refused posting because of the fear on non – performance. It was also found that it takes a longer time for newly posted personnel to

adjust to the work schedule in their offices when the work to be done is not related to their area of study.

The personnel also indicated that they would prefer that the administration cost charged to service personnel during registration should be removed. It was found that since personnel are not paid but they lived on allowance, such additional cost should be waved – off and absorb by government to ease the burden of the service personnel. When service personnel are burden with the payment of ID card, passport photograph, payment cards and the purchase of National service hand book most often put the service personnel off since to them these petty expenditure should be borne by the scheme or absorbed by the government as a way of showing appreciation to the free service rendered by the service personnel. The ability for the scheme to adsorb such petty cost would give the impression that the government is concerned and is willing to support the service personnel by absorbing all operational cost in relation to service recruitment and posting. It was found that the practices of selling service “T” shirt was also a major demotivator because it could have been used as a souvenirs to motivate service personnel who accept to do national service for the year. The ideas of selling “T” shirt to service personnel to generate income for the scheme is seen by most service personnel as a means of exploiting them rather than to motivate and harness their research for national development.

A small number of service personnel (13%) indicated that they will prefer that management takes into consideration the health condition of service personnel before postings are made. It was indicated that service personnel with health challenges will appreciate it most when they are made to serve in communities that have health facilities that support their health care. It was

found that in most of the time national service personnel with health challenges are posted to deprived communities that do not have better facilities to meet their need. Under such circumstance such health personnel either refuse to do the national service or manage to change their service positions with great difficulties. These categories of service personnel are of the view that once national service is obligatory and those with health challenges are also obliged to render their service, effort are to be made to lessen their health burden by posting them to communities where there are health facilities to support their health challenges. In so doing national service personnel with health challenges will be motivated to give off their best.

National service personnel prefer a number of motivational packages to be provided by the national service scheme for them in order to boost their morale and productivity. These include provision of accommodation, posting with an area of study in mind and the elimination of administrative charges during the registration of service personnel.

4.4 PROBLEMS ASSOCIATED WITH MOTIVATING SERVICE PERSONNEL

The identification and examination of problems of service personnel in the Atiwa district will go a long way in finding interventions in motivating service personnel to give their best. The problems associated with motivating is summaries in Table 4.9

Table 4.9 Problems Associated With Motivating Service Personnel

Problem associated with motivation of services personal	Frequency	Percentage
Delays in payment of allowance	72	46.8
Inadequate monetary incentives	36	23.3
Inadequate non monetary incentive	26	16.9
Difficulty in meeting their needs	20	13.0
Total	15	100

Source: field work 2012

From table 4.9 it was found that the main problems associated with motivating service personnel in the Atiwa district is the delays in the payment of allowance to the service personnel. This constituted 46.8%. It was found that allowances of services personnel are paid by the government through the service directorate and with this the district director is the main officer to ensure that the allowances of the service personnel are paid promptly. Unfortunately government delays in paying the allowance of services personnel. It was found that in most cases the first two allowance of service personnel delay causing a lot of inconveniences for the service personnel even to the point that service personnel who do not have enough support from their family and relative had to borrow to make ends meet or desert their post to join their family until allowance are paid or have enough to support them whiles doing the service. The inconveniences associated with the delays are seeing as a major demotivating factor whiles some young graduate do not want to do the services even though it is mandatory.

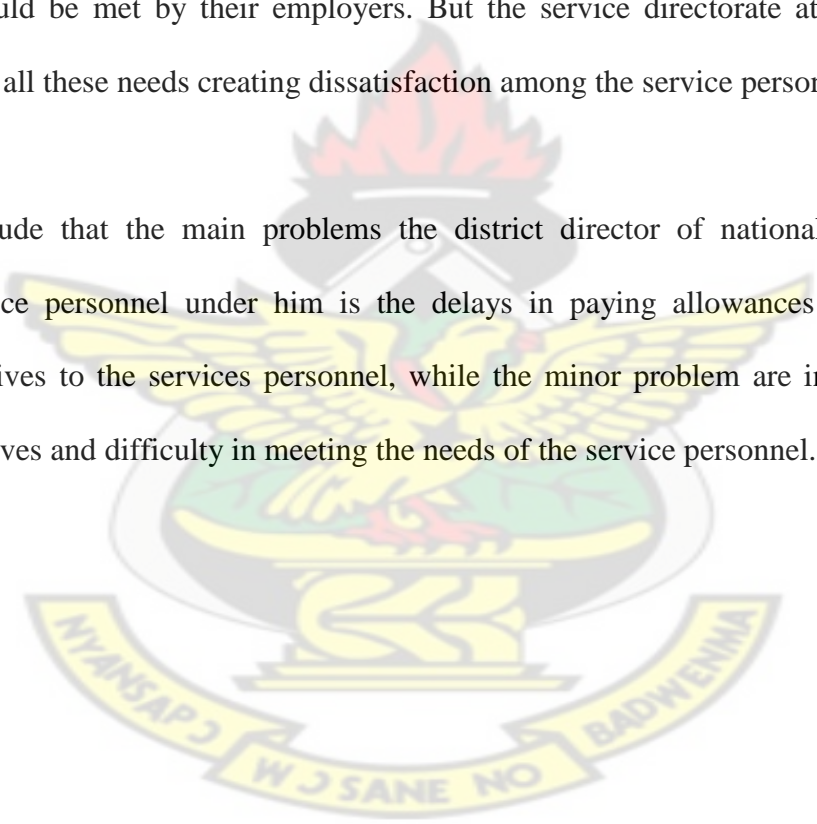
Inadequate monetary incentives in the form of monetary rewards for service personnel who distinguish themselves during the service period is also a problem associated with motivating service personnel. This constituted 23.3%. It was found that most often the district director of national service at Atiwa district find it difficult to organize dinner and awards night to award hard working and distinguishing service personnel at the end of the period. This problem is due to inadequate budgetary allocations. Most often the awards giving to deserving service personnel at the end of the service in recognition of their hard work are two small and times unappreciated by the award recipient. This situation often demoralized the personnel to give their best because they know that the secretariat will not honour them in any meaningful way.

It was also identified that inadequate non-monetary incentives such as regular visits, organization of durbar to fraternize with service personnel and praising service personnel when due is also far-fetched. This constituted 16.9%. The study found that the Atiwa national service director do not have any official vehicle to be used to visit since personnel and to encourage them to stay at post to offer their service to the nation. The study further found that there is no supporting staff to the district director. This means that he is the only staff in the directorate as such finds it difficult to visit service personnel to encourage them. The inability of the district director to visit and recognized and appreciate the good works of the personnel serve as a de-motivator to most personnel. The inability of the district director to visit and to interact with the service personnel and share ideas on major problems they have is another major demotivating factor. It was found that most service personnel have very strict and inflexible working hours. It was also found that the culture of thrust has eluded most service personnel during their service, simply because the institutions they are working see them as intruders who are in to do their service. Most service

personnel in their place of service are not involve in decision making, no feedback is taken from them and no serious work is given to them as well. These situations normally lead to boredom and most service personnel who cannot cope with these unfriendly situations normally vacate or become truants during their service period.

Difficulty in meeting the needs of service personnel (13%) was also another position affecting motivation of service personnel. Service personnel have divers' needs and normally expect that these needs should be met by their employers. But the service directorate at Atiwa is under resource to meet all these needs creating dissatisfaction among the service personnel.

It can be conclude that the main problems the district director of national service has in motivating service personnel under him is the delays in paying allowances and inadequate monetary incentives to the services personnel, while the minor problem are inadequate non – monetary incentives and difficulty in meeting the needs of the service personnel.



CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

The study explored how national service personnel in Atiwa District are motivated. It examined the types of motivational packages available for the service personnel, determining the motivational packages personnel preferred management to offer them and the problem associated with motivating National service personnel in the district.

The study employed the descriptive design using the survey method to collect data from 154 service personnel using the stratified sampling method.

The study found that:

1. There are more males personnel in the district than females
2. Majority of the service personnel are between the ages of 20 – 24 and are predominantly singles.
3. The service personnel have diverse educational background but majority are HND holders with no one having masters degree.
4. Service personnel were found to serve in almost all the major institution in district with the majority of them in the educational sector.
5. Majority of the service personnel are rendering their service in villages whiles a small number are in the towns.
6. There are various motivational packages available to national services personnel in the Atiwa District. The major ones include visit to service personnel, regular allowance, national certificate in recognition to their service to the nation and the offer of credit sales.

7. The most preferred motivational packages service personnel would want the District director at Atiwa to offer include accommodation, posting of service personnel to institution related to their area of study and the elimination of administrative cost charged to the service personnel.
8. Problems the district director faces in motivating the service personnel in this area includes delays in paying service allowance and inadequate monetary incentives.

5.2 CONCLUSION

The following conclusions were drawn and are in line with the findings of the study. There are various motivational packages available to national service personnel in the study area and key among these are visit by the district director regular allowance to service personnel and award of national service certificates. Despite these motivational packages, service personnel would want the district director to consider provision of accommodation and posting of personnel to area related to their area of study.

It can be concluded that the usual delays in the first allowance of service personnel as well as inadequate monetary incentive to motivate service personnel is a major problem affecting motivation of service personnel in the study area.

5.3 RECOMMENDATIONS

Based on the findings of the study the following recommendations were made:

1. Since there were more males accepting postings in the Atiwa district than females it is being recommended that the district director should encourage more females to accept postings to his district to help bridge the gender gap.
2. It was found that majority of the personnel render their service in the rural areas in Atiwa district. Again most service personnel want the district director to offer accommodation facility to them. Based on this it is being recommended that the district director leases with opinion leaders in all communities and secure accommodation for service personnel especially those in the rural areas to help them motivated to do their best.
3. The main problems identified in motivating service personnel in the area is the delay in paying especially the initial allowance of the service personnel, due to this it is being recommended that enough budgetary allocation should be made so that the first allowance of service personnel are paid early to ease the financial burden of service personnel and also to motivate them to stay.
4. There should be adequate monetary incentives at the end of the service period to award the hard working deserving service personnel in appreciation to their dedicated services. This strategy would also serve as a motivating factor for, would be service personnel to give of their best since they know that at the end of their service period they would be rewarded

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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

INSTITUTE OF DISTANCE LEARNING

QUESTIONNAIRE

The researcher is a student of the above mentioned institution pursuing a Commonwealth Executive Masters' degree in Business Administration.

RESEARCH TOPIC: A STUDY INTO THE MOTIVATION OF NATIONAL SERVICE PERSONNEL IN ATIWA DISTRICT IN EASTERN REGION OF GHANA

HOW TO COMPLETE THE QUESTIONNAIRE

Most of the questions require that you response by ticking the box that corresponds to the appropriate answer. Other questions require that you provide your own responses. Please write them in the spaces provided.

Thank you for your contribution towards the success of this project.

SECTION A: SOCIAL DEMOGRAPHIC PROFILE OF RESPONDENTS

1. What is your sex?

☐ Male

☐ Female

2. What is your marital status?

☐ Single

☐ Married

☐ Divorced

☐ Widowed

3. In what age range do you belong?

☐ Less than 20year

☐ 20 – 24 years

☐ 25 – 29 years

☐ 30 – 34 years

☐ 35 – 39 years

☐ 40 and above

4. In which institution are you currently doing your service?

☐ Educational

☐ Health

☐ District Assemblies

☐ National Health Insurance

☐ Private /NGO

☐ Ministry of Agriculture

Others (Specify).....

5. What is your highest level of education?

☐ Diploma

☐ H.N.D

☐ Bachelor's Degree

☐ Masters' Degree

☐ Other's (Specify).....

6. Where are you doing the National service?

- ☐ Village
- ☐ Town
- ☐ District Capital

SECTION B: TYPE OF MOTIVATION PACKAGES AT ATIWA

1. What type of Motivational Package do you receive from the NSS district office

- ☐ Regular Allowance
- ☐ Certificates
- ☐ Consumer items on credits at deeper price
- ☐ Visit
- ☐ Surinamers to them
- ☐ Special Arrangement

2. Explain your choice

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SECTION C: PREFERRED MOTIVATION (PACKAGES)

1. What additional motivational packages would you want to be provided with?

- ☐ Posting with area of study in mind
- ☐ Accommodation
- ☐ Health conditions
- ☐ Administrative cost charged personals should be free

2. Explain why you need these additional packages

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SECTION D: PROBLEM ASSOCIATED WITH MOTIVATION OF SERVICE PERSONALS

1. What problems do you normally encounter while assessing the motivational packages?

- ☐ Delays' in payment of allowance
- ☐ Delays' in TNT
- ☐ Bureaucracies in payment processes
- ☐ Inadequate monetary incentives
- ☐ Inadequate non – monetary incentives

2. How can these problems be resolved?

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