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INSTITUTE OF DISTANCE LEARNING

**ASSESSING THE MOTIVATIONAL PACKAGES FOR CONTROLLER AND
ACCOUNTANT GENERAL'S STAFF IN THE NEW JUABEN MUNICIPALITY**

KNUST

By

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DECLARATION

I hereby declare that this submission is my own work towards the Commonwealth Executive Masters of Public Administration (CEMPA) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

This thesis is dedicated to my children: Kofi, Mama Akos and Junior for their sacrifice to enable me to complete this education successfully.

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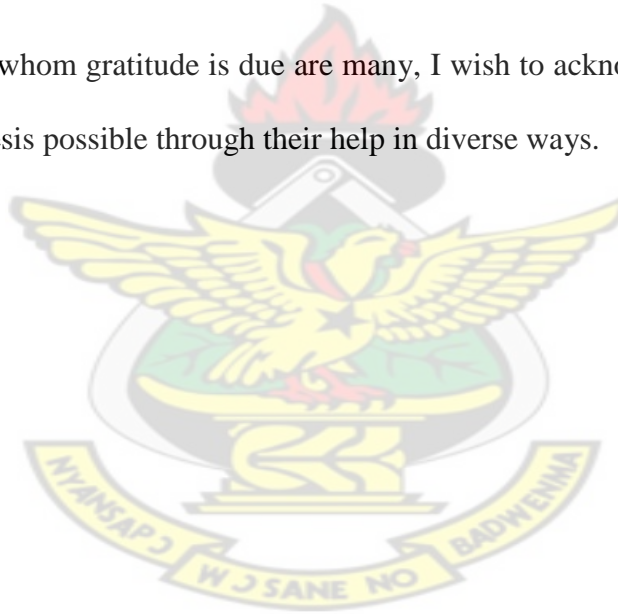
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I acknowledge with all sincerity of heart, the sustenance from the Almighty who gave me first, what it takes to survive.

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ABSTRACT

The importance of motivation in work place cannot be over looked since it helps workers to be focused on their work. This study assessed the motivational packages of Controller and Accountant General Staff in the New Juaben Municipality. This was carried out by analyzing the various types of motivational packages, determining the staff perception of the motivational packages and the problems associated with the implementation of the motivational packages. This study was carried out against the background that most of the motivational packages given to the staff are considered not to be valuable and relevant enough to motivate them. The study adopted the survey methods of research especially in the data collection and data analysis. A sample size of ninety (90) workers was randomly selected and questionnaires were used as the main instrument to collect data on types of motivation packages, perception and problems associated with the motivational packages. The data collected was analyzed using descriptive statistics. The main findings of the study on the motivational packages available to workers are allowances and recognition of workers while minor motivational packages include opportunity to learn, promotion of staff and increase in remuneration. It was recommended that other types of motivational packages considered to be minor should be enhanced in order to give a holistic package to workers.

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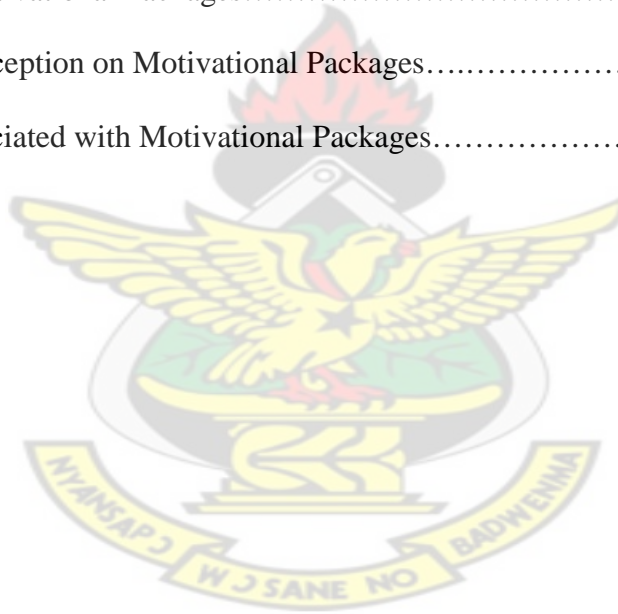
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Motivation at a workplace helps workers focus their attention on work a lot better than before and give results that are par excellence. For this one should know the art of motivating the staff working under him to get what he wants out of them (Nickels et al, 2000).

The Webster's dictionary (1999), defines motivation as something inside people that drives them to action. This motivation varies in different people. Motivation is the willingness to work at a certain level of effort. Motivation emerges, in current theories, out of needs, values, goals, intentions, and expectation. Because motivation comes from within, managers need to cultivate and direct the motivation that their employees already have.

According to Gary, (1999) Human Resource Management (HRM) has never been as significant as it is today. Companies want to attract, retain and motivate qualified and experienced people to meet the organizational goals. Today Humans are regarded as one of every company's assets so they need to be efficiently and effectively managed. One of the tools companies use to attract, retain and motivate its people is Compensation Management.

Motivation is the force that makes us do things: this is a result of our individual needs being satisfied (or met) so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how

motivated we are, it may further determine the effort we put into our work and therefore increase the standard of the output.

According to Keller (1999), not only does this ensure that staff gets the work done in time, but also high quality work and conducive work environment that employees so long for. It takes a good team leader to motivate or inspire a team to work hard and give the best of results that add to the success of the team. However, it takes a lot to be a successful team leader. One requires special qualities for that, which includes understanding requirements of the team that one is working for and being able to communicate properly with the team members.

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unresearched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs (Keller 1999).

McHugh (1997), states that motivation comes from within us such as thoughts, beliefs, ambitions, and goals. The people who are most interested in motivation studies are managers of people because they may provide insights into why people perform at work as they do, and as a result provide managers with techniques to improve worker productivity.

1.2 Statement of the Problem

The use of effective motivational packages is among the main factors that drive most of the workers to perform their functions as well as putting up the best in performances. As part of their condition of service, staffs of Controller and Accountant General's Department (CAGD) enjoy some motivational packages that have been approved for them. These include monetary and non monetary. Unfortunately, most staff, especially the junior staff do not know that some of the packages they receive are part of the motivational packages designed for them as such they see it as one of the responsibilities of management.

In most cases, some of these motivational packages are perceived to be valueless and unattractive. It is hoped that if these workers were aware that it is part of the motivational packages given them it would make them appreciate however small it might be. Jim (2002) indicated that every reward given to staff by management should include sincerity, meaningfulness, adaptability, relevance and timeliness.

Unfortunately, most of the motivational packages giving by management of CAGD fall short of these qualities. It is therefore important to research into why most of the packages given do not meet such qualities.

1.3 Objectives of This Study

The main objectives of the study are to:

1. Analyze the various types of motivational packages available for Controller and Accountant General's (CAG) staff at the New Juaben Municipality.
2. Determine the workers perception on motivational packages.
3. Determine the problems associated with the implementation of motivational packages.

1.4 Research Questions

1. What are the various motivational packages available for CAG staff at the New Juaben Municipality?
2. What perceptions do the staffs hold on the motivational packages given them?
3. What are the problems associated with the implementation of motivational packages for CAG staff at the New Juaben Municipality?

1.5 Significance of the Study

This study which probes into the motivational packages for Controller and Accountant General's staff at New Juaben Municipality can serve as a reference material for students who wish to do an in-depth study on motivation. This could offer a great academic value because not much study has been conducted on motivation in the civil service.

It is also envisaged that this study may help management of Controller and Accountant General's Department (CAGD) to determine workers perception on motivational packages given them. This will help dispel all erroneous perceptions and impressions workers have on motivation as

well as strengthen the good ones so as to help achieve the purposes to which motivational packages were established in the department.

This study may also reveal the problems associated with the motivational packages. This knowledge can help put remedial actions in place to help improve upon the management of motivational packages.

Again, it will help to determine the types of motivational packages workers appreciate the most so that such rewards could be offered to the workers. This is important because knowing the type of motivational packages the workers are interested in and providing them at the right time will be a motivating factor for the workers. This will invariably increase efficiency and productivity. It is also hoped that the findings of this research will help plan for any remedial action which can help to improve the current state of motivation in the study area.

1.6 Limitations of the Study

The main limitation of the study was inadequate finances. The researcher did not get sponsorship for the study and due to this constraint; the researcher was compelled to narrow his study to only motivational packages instead of looking at motivation as a whole. It is therefore being recommended that other aspect of motivation should be researched into by other researchers.

Unwilling respondent was another limitation. Some of the workers failed to open up to the researcher for fear of intimidation and reprisals. They contended that past experience to open up to other researchers regarding the attempt to be fair in such situations had ended some of them in

serious troubles. It took a long time by the researcher to get them respond in one form or the other which invariably delayed the research.

Again, management was reluctant in given the researcher the needed literature on the day to day operations of the department related to motivational packages. The scanty literature that was given was not directly related to motivational packages.

1.7 Scope of the Study

The study was limited to Controller and Accountant General's staff at New Juaben Municipality. The study was also limited to motivational packages. These limitations were due to inadequate finance and timing problems.

1.8 Organization of the Study

The study was organized into five chapters. Chapter one consisted of background of the study, statement of the problem, objectives, significance, methodology, limitation, scope of the study and finally, organization of the study.

Chapter two took a critical look at the review of literature. The review was basically on definitions of motivation, theories of motivation, importance of motivation, types of motivation, perception on the use of motivational packages and problems associated with the implementation of motivational packages.

Chapter three highlights the research methodology and this includes research design, sources of data, study population, instrument for data collection, sampling procedure, sample size determination, and methods of data presentation and analysis.

Chapter four dealt with analysis of the results. It considered the response classification and detailed analysis of data from CAGD staff at New Juaben Municipality. The final chapter (chapter five) gave the summary, conclusion and recommendations of the entire study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter constitutes a review of the existing literature on the study. The chapter will be discussed under the following headings: definitions of motivation, theories of motivation, importance of motivation, types of motivation, perception on the use of motivational packages and problems associated with the implementation of motivational packages.

2.1 Definition of Motivation

Motivation is the answer to the question “**Why we do what we do?**” The motivation theories try to figure out what the “**M**” is in the equation: “**M motivates P**” (Motivator motivates the Person). It is one of most important duty of employers to motivate employees. Motivating people with visionary and shared goals is more favourable than motivating through tactics, incentives or manipulation through simple carrot and stick approaches because motivating with vision is natural whereas the former is artificial and ephemeral (King, 1970).

We all have different kinds of needs. Some of us want money so they work for the company which gives them higher pay. Some value achievement more than money so they would associate themselves with firms which offer greater chances of promotion, learning and development. A compensation plan that hits workers’ needs is more likely to motivate them to act in the desired way (Allan, 2004).

Motivation is a term that refers to a process that elicits, controls, and sustains certain behaviors. Motivation is a group of phenomena which affect the nature of an individual's behavior, the strength of the behavior, and the persistence of the behavior. For instance: An individual has not eaten, he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger (King 1970).

Nickels et al (2000) state that there are many approaches to motivation: physiological, behavioural, cognitive, and social. It's the crucial element in setting and attaining goals—and research shows you can influence your own levels of motivation and self-control. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, [goal](#), state of being, [ideal](#), or it may be attributed to less-apparent reasons such as [altruism](#), [selfishness](#), [morality](#), or avoiding [mortality](#). Conceptually, motivation should not be confused with either [volition](#) or [optimism](#). Motivation is related to, but distinct from, [emotion](#).

In the case of motivation, Rue and Byars (1993) state that, the word motivation comes from the Latin word “Movere” which means to move. Motivation is the characteristic that is required in order to achieve anything in life; without it you will give up at the first sign of adversity. It means to inspire, instigate and encourage a person to do their best. Motivation will compel a person to think "If I can't, then I must" and will cause them to do whatever it takes to become successful. If you inspire motivation it can change your life. You will be inspired to get what you want regardless of what people tell you that you cannot do.

Seligman (1990), states that in today's organizations, motivation means getting people to exert a high degree of effort on their job. He further stresses that a motivated employee action is an employee who is spurred into spirited action to increase productivity. In this light, motivation is not something that the superior does to an employee but it is something that must come from an employee. The superior can, however, create an environment that gingers motivation on the part of employees.

King (1970), suggest that motivation is the force that makes us do things. This is a result of our individual needs being satisfied (or met) so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated we are, it may further determine the effort we put into our work and therefore increase the standard of the output.

The various definitions reflect the general consensus that motivation is an internal state or condition (sometimes described as a need, desire, or want) that serves to activate or energize behavior and give it direction (Kleinginna and Kleinginna, 1981). It is internal state or condition that activates behavior and gives it direction; desire or want that energizes and directs goal-oriented behavior; influence of needs and desires on the intensity and direction of behavior. So, motivation is what propels life and it plays a major role in nearly everything we do. Without motivation, we would simply not care about outcomes, means, accomplishment, education, success, failure, employment, etc.

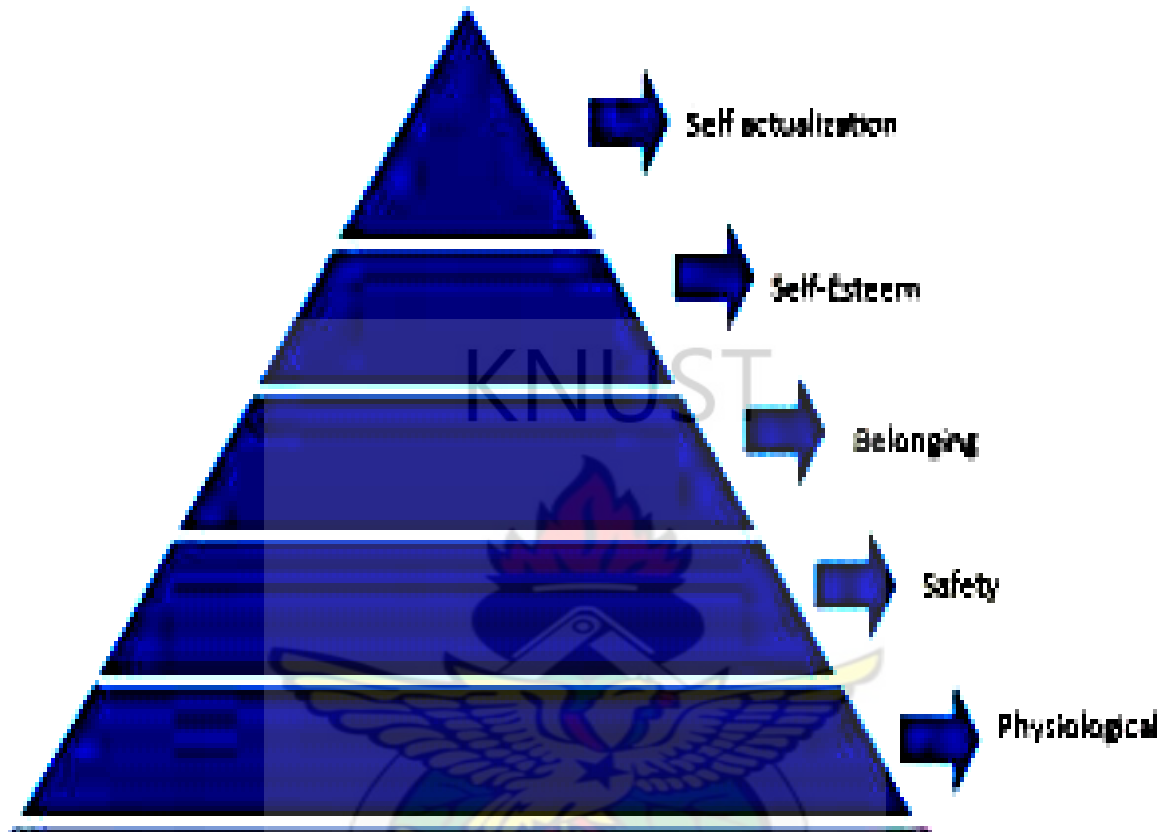
2.2 THEORIES OF MOTIVATION

2.2.1 Maslow's Hierarchy of Needs

The basis of Abraham Maslow's Hierarchy of Needs Theory is that people are motivated by needs that remain unsatisfied, and that certain lower factors have to be satisfied in order for higher needs to be recognized as unfulfilled. Maslow identified general categories of needs (survival, physiological, love, safety, and esteem) which have to be fulfilled in order for someone to act in an unselfish manner. These needs were referred to as "deficiency needs." While we are motivated to fulfill these needs, we progress toward growth and, eventually, self-actualization. It is a healthy, normal part of life to attempt to satisfy these needs. While, on the other hand, prevention of this gratification can make the person sick or even act in an evil manner (Maslow 1954).

As a result, for adequate workplace motivation, it is important that leadership understands the active needs for individual employee motivation. In this manner, Maslow's pyramid model indicates that fundamental, lower-order needs like safety and physiological requirements have to be satisfied in order to pursue higher-level motivators along the lines of self-fulfillment. As depicted in the following hierarchical diagram, sometimes called 'Maslow's Needs Pyramid', after a need is satisfied it stops acting as a motivator and the next need one rank higher starts to motivate.

Figure 2.1: Maslow's Hierarchy of needs



Source: Maslow, A H. (1943)

Self-actualization is the summit of Maslow's motivation theory. It is about the quest of reaching one's full potential as a person. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. Self-actualized people tend to have motivators such as truth, justice, wisdom, meaning, etc. Self-actualized persons have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization.

After a person feels that they "belong", the urge to attain a degree of importance emerges. Esteem needs can be categorized as external motivators and internal motivators. Internally motivating esteem needs are those such as self-esteem, accomplishment, and self respect. External esteem needs are those such as reputation and recognition. Some examples of esteem needs are: Recognition (external motivator), Attention (external motivator), Social Status (external motivator), Accomplishment (internal motivator), Self-respect (internal motivator), etc. Maslow later improved his model to add a layer in between self-actualization and esteem needs: the need for aesthetics and knowledge.

Once a person has met the lower level physiological and safety needs, higher level motivators awaken. The first levels of higher level needs are social needs. Social needs are those related to interaction with others and may include: Friendship, Belonging to a group, Giving and receiving love, etc.

Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by living in a safe area, medical insurance, job security, financial reserves, etc. According to the Maslow hierarchy, if a person feels threatened, need further up Maslow's Needs Pyramid will not receive attention until that need has been resolved.

Physiological needs are those required to sustain life, such as air, water, food, sleep, etc. According to this theory, if these fundamental needs are not satisfied then one will surely be

motivated to satisfy them. Higher needs such as social needs and esteem are not recognized until one satisfies the needs basic to existence.

If Maslow's theory is true, there are some very important leadership implications to enhance workplace motivation. There are staff motivation opportunities by motivating each employee through their style of management, compensation plans, role definition, and company activities.

Physiological motivation provides ample breaks for lunch and recuperation and pay salaries that allow workers to buy life's essentials.

Safety needs provide a working environment which is safe, relative job security, and freedom from threats.

Social needs generate a feeling of acceptance, belonging, and community by reinforcing team dynamics.

Esteem motivators recognize achievements, assign important projects, and provide status to make employees feel valued and appreciated.

Self-Actualization offer challenging and meaningful work assignments which enable innovation, creativity, and progress according to long-term goals.

Remember, everyone is not motivated by same needs. At various points in their lives and careers, various employees will be motivated by completely different needs. It is imperative that a manager recognizes each employee's needs currently being pursued. In order to motivate their employees, leadership must be understand the current level of needs at which the employees find themselves, and leverage needs for workplace motivation. Once a manager understands the need level of employees, it is easier to design programmes that will trigger self-motivation.

The contemporary approach to Maslow is to use his model as framework for needs assessment, recognizing that it provides a relative ranking technique of employee needs. Individual need categories can and do shift in either direction when circumstances change. The theory states that if each of these needs is substantially satisfied, the next need becomes dominant. From the standpoint of motivation, this is the best motivation theory that supports non-monetary rewards since the theory says that although no need is ever fully gratified, a substantially satisfied need no longer motivates. So if you want to motivate someone, you need to understand what level of the hierarchy that person is on and focus on satisfying those needs or needs above that level (Maslow 1954).

2.2.2 Herzberg's Two-Factor Model

The two-factor model of satisfiers and dissatisfiers was developed by Herzberg et al (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs. Accordingly, the subjects were asked to tell their interviewers about the times during which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accountants of 'good' periods are most frequently concerned with the content of the job, particularly achievement, recognition, advancement, autonomy, responsibility, and the work itself. On the other hand, accountants of 'bad' periods are most frequently concerned with the context of the job. Company policy and administration, supervision, salary and working conditions more frequently appeared in those accountants than in those told about 'good' periods. The main implications of this research, according to Herzberg, are that:

The wants of employees divide into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high level of job satisfaction and to extra performance on the job. All one can expect from satisfying this second group of needs is the prevention of dissatisfaction and poor job performance.

These groups form the two factors in Herzberg's model: one consist of the satisfiers or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of the dissatisfiers, which essentially describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on job attitudes. The latter were named the hygiene factors in the medical use of the term, meaning preventive and environmental (Armstrong, 2006).

2.2.3 Vroom's Expectancy Theory

The Expectancy Theory of Motivation is suggested by Victor Vroom. Unlike Maslow and Herzberg, Vroom does not concentrate on needs, but rather focuses on outcomes. Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfill them, Vroom separates effort (which arises from motivation), performance, and outcomes (Vroom 1973).

Vroom, hypothesizes that in order for a person to be motivated that effort, performance and motivation must be linked. He proposes three variables to account for this, which he calls Valence, Expectancy and Instrumentality.

Figure 2.2 Vroom's Instrumentality



Expectancy is the belief that increased effort will lead to increased performance i.e. if one works harder then, this will be better. This is affected by such things as, having the right resources available (e.g. raw materials, time), having the right skills to do the job and having the necessary support to get the job done (e.g. supervisor support, or correct information on the job).

Instrumentality is the belief that if one performs well that a valued outcome will be received i.e. if one does a good job, there is something in it for the person. This is affected by such things as, clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game', trust in the people who will take the decisions on who gets what outcome and transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For example, if one mainly motivated by money, one might not value offers of additional time off. Having examined these links, the idea is that the individual then changes their level of effort according to

the value they place on the outcomes they receive from the process and on their perception of the strength of the links between effort and outcome (Vroom, 1960).

So, if individuals perceive that any one of these is true, ones increased effort will not increase ones performance, ones increased performance will not increase ones rewards and one does not value the rewards on offer. Then Vroom's expectancy theory suggests that this individual will not be motivated. This means that even if an organization achieves two out of three, that employees would still not be motivated, all three are required for positive motivation.

Here there is also a useful link to the Equity Theory of motivation: namely that people will also compare outcomes for themselves with others. Equity theory suggests that people will alter the level of effort they put in to make it fair compared to others according to their perceptions. So if workers got the same raise this year, but one thinks the worker put in a lot less effort, this theory suggests that worker would scale back the effort he/she puts in.

Crucially, Expectancy Theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization it does not mean that someone will not perceive that it does not work for them. At first glance this theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depend on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, one recycles paper because the worker thinks it is important to conserve resources and take a stand on environmental issues (valence); the worker will think that the more effort he/she puts into recycling the more paper one will recycle (expectancy); and one thinks that the more paper one recycles then less resources will be used (instrumentality)

Thus, this theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes (Armstrong, 2006).

2.2.4 Douglas McGregor Theory X and Theory Y

Douglas McGregor in his book, "The Human Side of Enterprise" published in 1960 has examined theories on behavior of individuals at work, and he has formulated two models which he calls Theory X and Theory Y.

2.2.4.1 Theory X Assumptions

The average human being has an inherent dislike of work and will avoid it if he can. As a result of their dislike for work, most people must be controlled and threatened before they will work hard enough. Also the average human prefers to be directed, dislikes responsibility, is unambiguous, and desires security above everything. These assumptions lie behind most organizational principles today, and give rise both to "tough" management with punishments and tight controls, and "soft" management which aims at harmony at work. Both these are "wrong"

because man needs more than financial rewards at work; he also needs some deeper higher order motivation - the opportunity to fulfill himself. Theory X managers do not give their staff this opportunity so that the employees behave in the expected fashion.

2.2.4.2 Theory Y Assumptions

The expenditure of physical and mental effort in work is as natural as play or rest. Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization. If a job is satisfying, then the result will be commitment to the organization. The average man learns, under proper conditions, not only to accept but to seek responsibility. Imagination, creativity, and ingenuity can be used to solve work problems by a large number of employees. Under the conditions of modern industrial life, the intellectual potentialities of the average man are only partially utilized.

These assumptions are based on social science research which has been carried out, and demonstrate the potential which is present in man and which organizations should recognize in order to become more effective. McGregor sees these two theories as two quite separate attitudes. Theory Y is difficult to put into practice on the shop floor in large mass production operations, but it can be used initially in the managing of managers and professionals.

In "The Human Side of Enterprise" McGregor shows how Theory Y affects the management of promotions and salaries and the development of effective managers. McGregor also sees Theory Y as conducive to participative problem solving. It is part of the manager's job to exercise

authority, and there are cases in which this is the only method of achieving the desired results because subordinates do not agree that the ends are desirable.

However, Armstrong (2006), states that in situations where it is possible to obtain commitment to objectives, it is better to explain the matter fully so that employees grasp the purpose of an action. They will then exert self-direction and control to do better work - quite possibly by better methods - than if they had simply been carrying out an order which the Y did not fully understand. The situation in which employees can be consulted is one where the individuals are emotionally mature, and positively motivated towards their work; where the work is sufficiently responsible to allow for flexibility and where the employee can see her or his own position in the management hierarchy. If these conditions are present, managers will find that the participative approach to problem solving leads to much improved results compared with the alternative approach of handing out authoritarian orders.

Once management becomes persuaded that it is under estimating the potential of its human resources, and accepts the knowledge given by social science researchers and displayed in Theory Y assumptions, then it can invest time, money and effort in developing improved applications of the theory.

McGregor realizes that some of the theories he has put forward are unrealizable in practice, but wants managers to put into operation the basic assumption that, staff will contribute more to the organization if they are treated as responsible and valued employees.

2.3 Importance of Motivation

Motivation is not just important for one's own self but it is important in organizations where employees need to be motivated to achieve better results for the company. Also, students need to be motivated to study harder and make a strong foundation for themselves. Motivation is one of the most underlying factors that drive all human beings towards their destination. Motivation is that guiding angel that helps you to stay and move ahead on the path in spite of all the difficulties and challenges that one may face. Imagine a person without any motivation or will to do anything in life! Without motivation, human kind would not have reached this age where it is today. There would have been no inventions and discoveries. Man wouldn't have been able to succeed and the human race would not have been living in this modern era that provides all the comforts and luxuries that did not exist years ago! Thus motivation has played a huge role in the lives of millions (Kreitner 1995).

Importance of Motivation at work place is multifold. Motivation here can be classified into two parts – tangible benefits that motivate employees to work and intangible benefits that drive employees to perform at organization. Tangible benefits to employees include promotions, perks, extra benefits such as a car or a house to stay, gifts etc. Intangible benefits include praises, verbal recognition, respect etc. All these benefits motivate employees to a great extent.

Bandura (1986) suggests that self motivation is another aspect of motivation that helps one to fight against every hurdle or stumbling block. Being internally motivated can be a great benefit for an individual to achieve his dreams and fulfill all goals – personal and professional!

A motivated workforce is much more productive than unmotivated one. Of course there is some disagreement as to the best way to motivate employees. The importance of motivation is important for most people in everyday situations. Universities and organizations and schools always make sure that their students and employees are always motivated to carry out their work to the best of their ability. However, due to factors beyond their control more and more people are finding it hard to motivate themselves due to lots of factors.

Kreitner (1995), suggest that one of the main importance of motivation is to increase morale of an individual. For example, if a sports team is constantly losing their matches then this will have a negative effect on the morale of the whole team as no one likes to lose. Furthermore, this loss can affect the behaviour of the individual. Therefore, on this basis the manager who coaches the team is responsible for motivating his players to help them stay focused on future matches. The manager is responsible for helping to motivate the players and help develop their confidence. On this basis, motivation is important because it can help a person forget about the past and move on.

Another importance of motivation is when a person might be going through personal domestic problems and therefore, it is the responsibility of the employer to ensure the person is motivated to carry out their job without taking their problems to the workplace. Moreover, the employer will have to need to ensure that they motivate the individual in many ways to make sure the person is not emotionally affected by their problems. Sometimes some people can find it hard to adjust to their job when they have domestic personal problems and therefore, on that basis it is important that an individual is motivated and focused to carry out their tasks.

2.4 Types of Motivation

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work for (or for being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, praise, etc.

2.4.1 Intrinsic Motivation

Intrinsic motivation is the self generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunity for advance. The intrinsic motivators, which are concerned with the 'quality of the working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and a longer-term effect because they inherent in individuals and not impose from outside.

2.4.2 Extrinsic Motivators

Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. It is widely believed that motivation performs two functions. First one is often referred to the energetic activation component of the motivation construct. The second one is directed at a specific behaviour and makes reference to the orientation directional component. Motives can be divided into two types: external and internal. Internal motives are considered as the needs that every human being experience, while external indicate the presence of specific situations where these needs arise.

Social psychological research has indicated that extrinsic rewards can lead to [over justification](#) and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition. For those children who received no extrinsic reward, [self-determination theory](#) proposes that extrinsic motivation can be internalized by the individual if the task fits with their values and beliefs and therefore helps to fulfill their basic psychological needs.

Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. These include rewards, such as increased pay, praise or promotion, and punishment such as disciplinary action, withholding pay or criticism (Armstrong, 2006).

2.4.3 Monetary Rewards

According to Adams (1965), rewards that can actually be applied in the work place can be subdivided into monetary and non-monetary rewards.

He states that if you pay peanuts you get monkeys, and define monetary rewards as those paid by any negotiable instrument- cash, cheque, money order and direct deposit. It can also be any item that can be readily converted to cash such as savings bonds or gift. Types of monetary rewards include piece rate, wages, profit related pay, bonus schemes like sales bonus, performance bonus, Christmas bonus, profit share and fringe benefits.

2.4.4 Non-Monetary Rewards

Kreitner (1995), states that non-monetary rewards are small and mostly non-costly rewards given to employees in recognition of a job well done. Like a child gets taken out for ice cream after cleaning the house or given a cookie for cleaning their room, an employee also needs to be shown that their work is being noticed by his employer.

According to Bandura (1986), employees today are ravenous for encouragement and positive feedback. Here are the five top non-monetary rewards in the workplace that employees want:

Opportunity to learn, develop and advance as an employee. Employees understand they need to grow, learn and develop new skills in order to advance.

Flexible Hours: family, children, friends, church, sports, hobbies and other activities all have demands on today's employees. A flexible schedule or the occasional afternoon off can help employees meet some of these obligations. By allowing some flexibility in an employee's schedule you can increase their desire and motivation. This, to some, is considered the most important of the non-monetary rewards in the workplace.

Recognition: In today's high paced work environment it is reported that employees consider it very rare and infrequent that they receive recognition of their work and efforts. Think about it- What better way to have employees continue their good work and success than to offer them praise-verbal, written or ideally a public announcement or employee award? Recognition is probably the most sought after of the non-monetary rewards in the workplace.

The Opportunity to Contribute: The opportunity to be part of the team, to work closely with managers and management, to be involved in key decisions, to be listened to and heard, Independence and Autonomy, employees want to be able to work independently, they do not want someone constantly watching over them and questioning their every move, they like to receive their assignments - preferable with the time frame required for completion and then have the independence to complete the work given the guidelines and framework you have set on their own merits. This may not be seen as one of the more obvious non-monetary rewards in the workplace, but it is definitely an important one.

Quality Circles: These are groups of workers that meet on a regular basis to discuss problems in the manufacturing or service provision process and offer solutions. They may involve groups of workers from the same department, or come from a variety of disciplines. For example they may include cashiers, engineers, and production workers. It is important that for quality circles to have value the members have the ability and the authority to implement changes suggested. These benefits can go a long way in creating employee/employer loyalty and respect. This clearly demonstrates there are many points, besides money, to consider when you establish your management and employee policies.

Here are some ways organizations can give non-monetary rewards in the workplace to help recognize people more often. Organizations will be amazed at how receptive employees are.

Written Words, Handwritten thank you notes, A letter of appreciation in the employee file, Handwritten cards to mark celebratory occasions, Recognition posted on the employee bulletin board, Contribution noted in the company newsletter, Positive Attention from Supervisory Staff,

Stop by an individual's workstation or office to talk informally, Provide frequent positive performance feedback – at least weekly, Provide public praise at a staff meeting, Take the employee out to lunch, Encourage Employee Development, Send people to conferences and seminars, Ask people to present a summary of what they learned at a conference or seminar at a department meeting, Work out a written employee development plan, Make career development commitments and a schedule, Symbols and Honors, Framed or unframed, certificates to hang on the wall or file, Engraved plaques, Larger work area or office, More and better equipment, Provide status symbols, whatever they are in your organization. These are just some of the non-monetary rewards in the workplace (Bandura, 1986).

According to Heider (1958), types of non-monetary rewards are job enrichment which means giving workers more control over the tasks that they complete. For example a worker who has a job fitting the tube to a TV, may have his job enriched by testing that the tube works, and being able to make adjustments so that the required level of quality is achieved. The ability to do this range of tasks means that the worker becomes more committed to achieving quality. The cost associated with this method, are of course, the time spent training the worker to complete these extra tasks. Effective job enrichment depends upon workers having interesting tasks to complete.

Job design is a key part of Herzberg's ideas.

Job enlargement according to Kreitner (1995), means increasing the number of tasks completed by a worker. So a secretary previously employed to answer calls might now have duties, which include, filling, letter writing etc. This adds interest to the job, and involves the employee in a

more complete role within the business. To him communication is a key part of motivation, and effective use of methods of communication is a complex management issue.

Empowerment: This means giving workers the power to control their own jobs, make decisions, and implement their own ideas according to him. It is often used in an artificial way, for example allowing counter workers in burger bars to decide the greeting they use when they meet customers.

Training: The provision of a formal training scheme is important. As Herzberg stated, without training, workers will not be able to fulfill their potential. Training can be on-the-job, learning by doing, or off the job. On the job training has costs such as management or supervisor time spent training, and potential reduction in quality of output. Off the job training, means lost production, and disruption, also the newly qualified worker may seek to use his qualifications to seek better employment elsewhere. (Heider, 1958)

Autonomous Work Groups (AWG): The use of AWG's is an extension of the ideas behind job enrichment. In this case a group of workers are:

Empowerment: Means giving workers the power to control their own jobs, make decisions, and implement their own ideas

Job enrichment: Means giving workers more control over the tasks that they complete. Allow workers to complete tasks that have a meaning. Given full responsibility over a logically

connected set of tasks, and this responsibility may extend to make decisions about the best method to complete the work, the sub-division of responsibility within the group, and the ability to communicate with other departments, groups or suppliers who provide goods or services to the group. For example, a car production line might include an AWG responsible for wiring the electrical system on a car; everything from lights to ignition. The members of the group would be trained to complete all tasks, check quality and liaise with suppliers. This approach allows problem solving, where it should occur, by workers doing the job, not by management separated by layers of hierarchy.

The single status workplace: When all artificial barriers separating workers have been removed, then the single status workplace can be said to exist. For example, all employees wear the same basic clothes, use the same dining facilities, and have access to the same pension schemes, leisure facilities and so on. This is strongly linked to the higher levels of Maslow.

He points out that, non-monetary rewards should form one important part of a complete employee recognition program along with monetary rewards. Each motivates employees differently. Non-monetary rewards can be used for either individual or team rewards.

According to Heider (1958), some employees are primarily motivated by monetary rewards, and will dramatically improve their performance to achieve such rewards. On the other hand, some other employees may see motivating others with money as vulgar, and are disincented by such offers. This second group of employees is more likely to be motivated to improve their performance through the use of non-monetary rewards such as being thanked publicly at a departmental function, having lunch with the head of the organization, or receiving an extra day

off. The desired outcome of rewards and recognition programs is to improve performance. Non-monetary recognition can be very motivating, helping to build feelings of confidence and satisfaction. An American Society for Training and Development (ASTD) report on employee retention research identified consistent employee recognition as a key factor in retaining top-performing workers.

The Business Research Lab (2006) suggested that, non-monetary rewards can be in the form of meals, trips, plaques, trophies, desk items, cups and mugs, personal items and clothing such as caps, shirts and sweatshirts and other items such as tools, electronics, radios and sports equipments.

2.5 Perception on the Use of Motivational Packages

Motivating employees to complete their work correctly and on time is one of the major tasks of management. Changing an employee's perception of his place within a company is sometimes an effective way of improving organizational behavior constructively. Employees who perceive that they have a greater control over their work lives will likely be more motivated to excel within the organizational structure.

Social perception, or the way individual views others, affects behavior within an organization. Management expert Joseph Champoux (2007), writes in his book "Organizational Behavior" that an individual's social perception can be described in terms of a "target," or what is being perceived, and a "stimulus threshold," a certain level of information that must be received in order to make a perceptive assumption on an individual, work process or any other target. Wrongful social perceptions, such as fundamental attribution error that arises when one person

mistakes another person's characteristics as the cause of a negative event, can lead to problems in organizational behavior.

A worker's social perception of others within the organization can affect his motivation to complete work effectively to a large degree. Motivation within an organization remains high if a worker perceives that there are opportunities for personal development or professional advancement, if he feels capable of completing tasks correctly and is involved with various organizational decision-making and goal-setting processes. Motivation can be reduced if the worker perceives a lack of opportunity for growth, a lack of involvement or a lack of opportunities to demonstrate any creativity. This holds true in volunteer organizations.

2.6 Problems Associated With the Implementation of Motivational Packages

Existence of Theory X Managers: These managers will see no value in using expensive methods of motivation when workers have no commitment to the business or quality of the product.

Cost: All these methods are expensive in management time, systems implementation and training. To effectively use these methods there is a high level of cost. Managers must balance cost against increased output and quality. (Campbell & Pritchard, 1976)

External Factors: Once workers are used to having their jobs enriched, enlarged etc, it may be difficult to re-motivate them when financial circumstances caused by recession or competitors actions, force cost cutting upon a firm. Unavoidable redundancies can take away hygiene factors from those workers that remain.

Structure of Work force: If a large part of the work force is not core to producing the added value of the business, there is probably no need to apply many of the non-monetary methods.

To offer non-monetary rewards to retain and motivate qualified person, there are seven non-monetary rewards which even do not cost a penny, motivating people with non-monetary reward in the workplace is the message every employee would like their boss to hear for true leadership and vision! Treat employees with respect, tell them what they are doing is right (Campbell & Pritchard, 1976).

People are motivated when there is clear communication of goals, they feel that their ideas are listened to fairly; the person closest to job should give as much independence to solve problems in their own way. Intelligent people are motivated by learning new things, pride in feelings they are doing something bigger than them, but when an employee just isn't fit for the job, the manager should take a hard look for a better way to use their talents (Dweck, 1986).

A good rewards and remuneration system ensures that each person receives appropriate monetary and non-monetary recognition to account for the personal contribution they are making and the overall value of their position to the organization. Employee motivation and performance management depend on good systems that offer both monetary and non-monetary rewards. Constant change and high expectations are taking their toll in some organizations, as well as in industry and government generally. Sometimes this is shown in employee turnover. Sometimes it is hidden because of job insecurity.

Alfie Kohn (1993) argues that monetary rewards encourage compliance rather than risk-taking because most rewards are based only on performance. As a result, associates are discouraged from being creative in the workplace. Another argument Kohn presents is that monetary rewards may be used to circumvent problems in the workplace. For example, rewards to boost sales can be used to compensate for poor management. Employers also may use monetary rewards as an extrinsic rather than an intrinsic motivator. In other words, associates are driven to do things just for the monetary reward versus doing something because it is the right thing to do. This can disrupt or terminate good relationships between associates because they are transformed from co-workers to competitors, which can quickly disrupt the workplace environment.

He concludes by saying that, monetary and non-monetary rewards vary in their roles, effectiveness, and appropriateness, depending on the type of rewards. Kohn's study is based on monetary and non-monetary rewards which could be useful for this study in spite of the differences in scope and objectives of the study. Kohn argues that rewards actually hamper associates and companies by decreasing associates' motivation, interest, and job satisfaction. This is just the opposite of what incentives were created to do. Rewards must take into account the workers for whom they were created. A balance between monetary and non-monetary rewards should be used to satisfy the diverse needs and interests of associates.

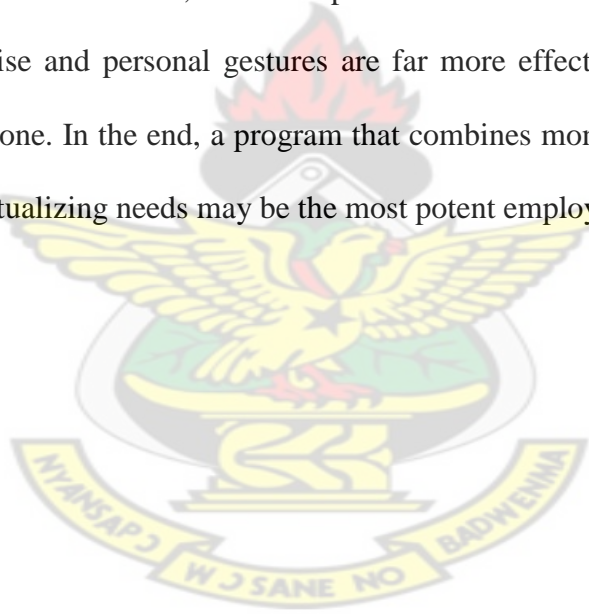
2.7 Importance of Motivation Packages

According to Joan Lloyd (2007), importance of motivational packages to an organization cannot be over emphasized. Good motivational packages are related to morale. This means when employees are motivated adequately it raises their morale and also have a direct relationship with

output. It contributes positively towards achieving higher productivity. It also helps managers and supervisors to prevent industrial actions or disputes. This is because it enables management to study the behaviour of its employees and find a solution to them. In addition, through motivation, management gets to know or understand their subordinates better than they have knowledge about what motivate them. It provides guidance and encouragement which leads to better leadership and helps management to obtain the respect of the workforce, understand them and get the exact reaction/result they expect from them.

According to Ames (1992), motivational packages refer to tangible and intangible means of motivating and rewarding employees. The humanistic philosophy that is the basis for using these incentives is that employees do not conform to the “men as machines” stereotype. Employees are social beings and non-monetary incentives may encourage them to achieve their own personal goals as well as their organization's goals more readily, effectively, and efficiently. Organizations may use motivational packages that are linked to employees' needs and expectations about their job contents or contexts to accomplish their organizations' goals. Motivational packages may also be linked to employees' expectations to balance their work lives with their personal lives. Their expectations may depend on the meaning and purpose of work. These packages should be integral to the social and managerial aspects of an agency's productivity improvement program. Managers have the task of identifying and developing appropriate non-monetary incentives that satisfy the totality of needs of the organization's human capital.

Bandura (1997), states that the most effective motivators of workers are non-monetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven non-monetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers, who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methods used for the study and it includes the research design, source of data, instruments of data collection, the study population, sampling procedures, methods of data collection and analysis.

3.1 Research Design

The study used the survey methods by employing the quantitative methods of data collection and analysis.

3.2 Source of Data

The primary and secondary data were used. The primary source of data was organized using questionnaires. The questionnaires consisted of both close and open ended and it related to the objectives of the study: types of motivational packages, workers perception on motivational packages and the problems associated with the implementation of motivational packages.

Secondary data used included newsletters, magazines and brochures. These were used for the review of literature as well as to support the analysis of the study.

3.3 Study Population

The study units were the staff of Controller and Accountant General in New Juaben Municipality. This comprises both senior and junior staff of the department.

3.4 Instrument for Data Collection.

Structured questionnaires were used to collect the data on types of motivational packages available, staff perception on motivational packages and problems associated with motivational packages. The questionnaires were pre-tested on the staff of CAGD in the Ho Municipality since they share similar characteristics.

3.5 Sampling Procedure

The simple random sampling method (lottery method) was used to randomly select staff of CAGD in the New Juaben Municipality. The sample frame (the number of all the staff in the Municipality) was solicited after which names were substituted by numbered cards and the lottery method used to draw the inferred sampling size randomly.

3.6 Sample Size Determination

To increase the power of the study, two-thirds of the total population of CAGD in the New Juaben Municipality was used. The population was found to be one hundred and twenty-five (125) and therefore two-thirds $\frac{2}{3}$ gave a sample size of eighty-three (83). The number was rounded up to ninety (90) to make room for field eventualities such as loss to follow up.

Table 3.1: Sample Size Determination

Departments	Population	Sample Size (2/3)	Sample Size used
Regional Directorate	65	43	45
New Juaben Municipal Assembly	15	10	11
Regional Coordinating Council	18	12	14
Agriculture Development Unit	3	2	2
Lands Commission Secretariat	6	4	5
Birth and Death Registry	4	3	3
Electoral Commission	5	3	3
Attorney General's Department	9	6	7
Total	125	83	90

Source: Field Data

3.7 Methods of Data Presentation and Analysis

The study was purely quantitative as a result of this data collected was presented using tables and analyzed using descriptive statistics. The main statistical tool used in this analysis was the use of percentages.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

Data collected from the field has been presented and analyzed in this section. The analyses are based on the following objectives: the types of motivational packages, workers perception on motivational packages, and problems associated with the implementation of motivational packages for Controller and Accountant General's Staff at New Juaben Municipality.

The socio-demographic characteristics which are taught to be influencing workers perception have been analyzed.

4.1 Socio-Demographic Characteristics of Respondents

The socio-demographic characteristics of respondents considered for this study include sex, marital status, levels of education, levels of income and years of working.

4.1.1 Sex of Respondents

The sexes of respondents were considered for the study because the needs of both sexes are not the same and as such their perceptions will also vary. Out of the Ninety (90) respondents used for the study 60.0% were found to be males while 40.0% were females, implying that there are more male workers in Controller and Accountant General's Department, New Juaben than females. The details are presented in the Table 4.1 below.

Table 4.1: Sex of Respondents

Sex of Respondents	Frequency	Percentage (%)
Male	54	60.0
Female	36	40.0
Total	90	100

Source: Field Data

4.1.2 Age of Respondents

The study found that majority of the respondents (33.3%) are between the ages 40 – 49, this is followed by those ages between 55 -59 years and they constitute 26.7%. None of the workers have age above 60 years. The details are presented in the table 4.2.

Table 4.2: Age of the Respondents

Age of Respondents	Frequency	Percentage (%)
20 -29	18	20.0
30 -39	18	20.0
40 -49	30	33.3
50 -59	24	26.7
60 and above	0	0
Total	90	100

Source: Field Data

4.1.3 Marital Status of Respondents

Over 50.0% of the respondents were found to be married, 30.0% were single, 3.3% were separated, 6.7% divorced and 3.3% widowed. The details are presented in the table below:

Table 4.3: Marital Status of Respondents

Marital Status of Respondents	Frequency	Percentages (%)
Single	27	30.0
Married	51	56.7
Separated	3	3.3
Divorced	6	6.7
Widowed	3	3.3
Total	90	100

Source: Field Data

4.1.4 Income levels of Respondents

Analysis of the income levels of respondents indicated that 40.0% of the respondents earned over GH¢1,000.00 a month. It was also found that 20.0% earned between GH¢750 - GH¢1,000.00 a month and the 16.7% earn between GH¢ 500.00 - GH¢ 750.00 a month. The details are presented in the table 4.4 below.

Table 4.4: Income Level of Respondents

Level of Income	Frequency	Percentage (%)
Less than Gh¢ 100.00	0	0.0
Gh¢ 100.00 - Gh¢ 250.00	6	6.6
Gh¢ 250.00 - Gh¢ 500.00	15	16.7
Gh¢ 500.00 - Gh¢ 750.00	15	16.7
Gh¢ 750.00 - Gh¢ 1,000.00	18	20.0
Gh¢ 1,000 and above	36	40.0
Total	90	100

Source: Field Data

4.1.5 Years of Working of Respondents

The study found that 46.7% of the respondents have worked more than 9 years with Controller and Accountant General's Department at New Juaben Municipality. It was also found that 26.7 % have also worked between 3-5 years, 16.7 % have worked between 1 – 2 years and 6.6 % have worked less than 1 year. The details are presented in the table 4.5 below:

Table 4.5: Years of Working of Respondents

Year of Working	Frequency	Percentage (%)
Less than 1 year	6	6.6
1 -2 years	15	16.7
3 -5 years	24	26.7
6 – 8 years	3	3.3
More than 9 years	42	46.7
Total	90	100

Source: Field Data

4.2: Types of Motivational Packages

The ability to motivate workers and to get them do what management want at any point of time is very critical in achieving organizational objectives. Based on this, most managers are pre-occupied by how they can motivate their workers to achieve the most outcomes for the organization.

Based on this background, the researcher wanted to determine the types of motivational packages available to the staff of Controller and Accountant General at New Juaben Municipality and the details are presented in table 4.6 below.

Table 4.6: Types of motivational package

Types of motivational packages	Frequency	Percentage (%)
Allowances	29	32.2
Increase in salary	5	5.6
Promotion	5	7.8
Recognition	18	20
Opportunity to learn	8	8.9
Management style	23	25.5
Total	90	100

Source: Field Data

From table 4.6, it was identified that, a major motivational package offered to the staff of the study area is the payment of allowances. This constituted Thirty Two percent (32.2%) of the respondents. The study found that like other civil servants the policy in motivating the staff of the department is spelt out in the condition of service of the staff. A percentage of a staff's monthly salary is computed and paid as extra duty allowance and this, the research found, has increased from 30% in 2009 to 50% in 2011. The study found that all the staff are entitled to extra duty allowance and this is computed and paid at the end of each year. The study further found that even though some workers are not happy about the delay in the payment of extra duty allowance, they take solace in the fact that it is paid at the end of the year.

The study also found that car maintenance allowance is given workers who have their own means of transport. In addition to the car maintenance allowance, fuel allowance is given to staff in the senior management position as part of their condition of service. The motive for the provision of these allowances is to motivate the staff to give off their best.

Despite the numerous motivational packages available to staff of Controller and Accountant General's Department, some staff are disgruntle because most of the allowances are enjoyed by staff in the senior management position. It was found that apart from overtime allowance which is meant for staff other than those in senior management position, a lot of the junior staff does not enjoy most of the allowances.

Management style (25.5%) was seen as type of motivation driving staff in achieving the organizational goal. It was found that when management become firm and fair to all workers and issues of discrimination are done away with, workers become happy because they are treated equally and fairly. The study found that in a situation where management goes by the policies and structures of the organization the tendency of being discriminated against reduces. It was further found that when management operate an open door policy where suggestions are welcome and staff are made to contribute towards decision making staff become motivated. It was again found that when management establishes good human relations with staff and also seeks staff's welfare, staff under such situations is happy.

Another motivational package identified was recognition (20%). It was found that most often staff becomes motivated when management recognizes the input of staff and reward them accordingly. It was found that at the end of every year end of year get together is organized and as part of the programme hard working staff are honoured. Such recognition goes a long to motivate the staff. In addition to the end of year get together, CAG organizes annual conference

where management take stock of the activities of the previous years and gives direction for the current year. At such conferences, outstanding staffs are honoured.

Another type of motivational package is the opportunity given to staff to learn, this constituted 8.9%. It was found that CAGD places premium on quality, as such ensures that there is a period of staff development programmes in the form of workshops and seminars. Study leave with or without pay is given to qualified staff to pursue further studies. Short courses are often sponsored based on the needs on the respective of divisions/units. The ability to allow staff to learn motivates a lot of workers in the department. The study found that as part of encouraging learning at the work place staff that undertake and pass professional examinations are paid all expenses incurred. Membership dues of professional bodies which qualified staff belong is also paid by the department.

Promotion of staff based on hard work and qualification is another motivation factor for 7.8 % of the respondent. It was found that some workers are motivated because management criteria for promotion are based on hard work and qualification instead of just the number of years and relationship to the head.

Increase in salary (5.6%) was also seen as a motivating factor. The study identified that, whenever government increases salary of workers it motivates them to work harder.

From the above, it can be concluded that there are various types of motivational packages of which some are monetary and others non-monetary and the main type is given of allowance to staff.

4.3 Workers perception on motivational packages

The researcher was interested in determining the perception the CAG staff have on motivational packages since this perception can influence their output. The detail is presented in the table 4.7 below.

Table 4.7: Workers Perception on motivational packages

Perception on motivational perception	Frequency	Percentage (%)
Very good	6	6.7
Good	18	20
Fairly good	39	43.3
Bad	19	21.1
Very bad	8	8.9
Total	90	100

Source: Field Data

From table 4.7 above, it was found a small percentage of respondents (6.7%) were of the view that the motivational packages offered them are very good. They felt that once management recognizes their input and organizes awards night and party for them at the end of every year, and also recognizes the best worker of the year, management is doing well. It was also found that the ability of management to accumulate extra duty allowance and pays as a lump sum at the beginning of the ensuing years gives the impression that management thinks about them and

recognizes their worth in the institution. It was further found that the payment of allowances such as car maintenance allowance, fuel and the overtime allowance motivates the beneficiaries; as such it is a very good motivational package.

Another category of respondents (20%) felt that the motivational packages are good. The study found that majority of the respondents felt that some of the packages are such that every staff of the department irrespective of status benefits from it. Because of the non-discriminatory nature of these packages, most junior staff are motivated when they receive such packages and they think it's good. Examples are the end of the year party and awards for best workers. The study also found that the opportunity given to staff for human capacity development in the form of courses and study leave with or without pay motivates most workers who want to learn to do so with ease. The flexible policy of work and study in the organization which motivates workers to ask for days off to attend lectures or to write examinations is another motivational factor which gives the impression that the packages are good.

Majority of the respondents (43.3%) were of the view that the motivational packages are fairly good in the department. The category of respondents were of the view that the management style of the organization is fairly good since management is non-autocratic and at times listen to their requests and honour them makes this package fairly good. It was also found that some workers are sometimes involved in decision making and this makes the workers involved as well as belongs to the organization. It was again found that, most workers have the perception that the motivational packages are fairly good because of management's ability to pay for the cost professional exams of worker's who pass such exams. This is a motivation for those who want to

pursue professional career. Most of the workers were of the views that the package would have been very good if management had not placed a condition of having to pass before the cost is paid.

A fairly high number of respondents (21.1%) have the perception that the motivational packages offered them are bad because it is highly discriminatory in nature. They were of the view that most often, important workshops and seminars that can improve the capacity of workers are only made to be attended by senior management staff. It was also found that most of the foreign scholarships granted go to senior management staff. The study further found that it is only senior staff and senior management who enjoy house, fuel and utility allowances. Based on this premise, most junior staffs are agitated and not happy about the motivational packages.

A small percentage constituting 8.9% of respondents have the perception that the motivational packages for Controller and Accountant General Staff are very bad. The reasons are that the monetary rewards as incentives are also very few and also benefiting a hand-full of staff who are privileged to be senior staff/senior management members. It was also found the delay in paying certain allowances such as car maintenance and overtime allowances demotivates a lot of workers. It was also found that awards normally given in recognition of hard work to staff are mostly in the form of certificates and citations. This normally goes unrecognized by recipients.

From the above, it can be concluded that majority of workers hold the perception that the motivational packages offered them are fairly good.

4.4: Problems associated with the implementation of motivational packages

Problems with implementation of motivational packages have a great effect on workers' output and there is the need to address these problems. The details of the problems are presented in table 4.8.

Table 4.8: Problems associated with the implementation of motivational packages

Problems	Frequency	Percentage (%)
Inadequate Funding	34	37.8
Value of Motivational Packages	24	26.7
Delays in Honouring Motivational packages	20	22.2
Perceived bias in the allocation of motivational packages	12	13.3
Total	90	100

Source: Field Data

From table 4.8 the main problem identified is inadequate funding (37.8%). The study found that there are inadequate budgetary allocations to honour commitments such as motivational packages for workers. The study found that over the years budgetary allocations have been inadequate and due to this management have not been able to motivate workers by paying their allowances on time or giving expensive rewards as motivational packages. The ability of CAGD to generate funds internally to supplement government efforts in meeting the motivational packages of workers has also been a problem affecting inadequate funding.

The value of motivational packages is another factor affecting implementation, this constituted 26.7%. It was found that most often workers do not appreciate the motivational packages given

to them. It was found that end of year package normally given in the form of awards to deserving workers is found to be insignificant. For instance giving of household appliances such as microwave, television sets, standing fan, wall clock etc. for best workers is found to be woefully inadequate. It was also found that most often workers do not appreciate such rewards and do not recognize such packages. Based on this some workers do not attend such ceremonies because they feel it is a waste of time. The study found that most workers would have appreciated monetary rewards than the giving of household appliances since most of the time they have already acquired those items and have no need of the ones given to them. Again, it was also found that the giving of certificates and citations to most junior staff as a sign of recognition of hard work also goes unappreciated since most of them would have preferred monetary rewards to non-monetary. This finding is consistent with Jim (2002) finding which indicated that rewards which are not meaningful and adaptable to the needs of the workers are often not appreciated by workers. To solve this problem all motivational packages should be of value and should be attractive to the worker.

Delays in honouring motivational packages (22.2%) was found to be a problem associated with implementation of motivational packages of staff of controller and Accountant General's – New Juabeng Municipality. It was found that even though management often plans ahead on the motivational packages to be given but unfortunately when it is to be given management is unable to deliver such packages on time due to inadequate funding. This situation causes anxious workers to be apprehensive to management since they want to have such allowances at all costs. The study found that most of the time management delays in paying car maintenance and overtime. This demotivates the staff of CAGD.

A minor problem identified by 13.5% of the respondents was the perceived bias associated with the allocation of motivation packages. It was found that there are no clear cut guidelines for determining best workers for award; the inability of the human resource department to do performance appraisal for all the staff but to give heads of department the opportunity to select the best workers for awards gives room for suspicion since it is perceived that heads of department will always nominate workers in their good books for awards. This situation normally brings conflicts, apathy and fierce rivalry among those who thought they could win but were not given and those who won. It is necessary that management set out clear modalities on how to select awardees so that the problems associated with the selection process can be rectified. This study is in line with Campbell and Richard's (1976) finding which suggests that for workers to have a clear mind to work; management should adopt clear policies needed to appraise such workers in order to prevent bias in the selection of awardees for motivational packages. It can be concluded that inadequate funding, low value for motivational packages, delays in honouring packages and perceived bias are the main problems affecting the implementation of motivation packages of staff of CAGD- New Juaben.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The importance of motivation in a workplace cannot be overlooked since it helps workers to be focused on their work (Nickels et al 2000). This study has assessed the motivational packages of CAG staff in the New Juaben Municipality. This was carried out by analyzing the various types of motivational packages, determining staff perception on the motivational packages and the problems associated with the implementation of the motivational packages. The study was carried out against the background that most of the motivational packages given to the workers are considered not to be valuable and relevant enough to motivate them. The study adopted the survey methods of research especially the data collection and data analysis. Sample sizes of ninety (90) workers were randomly selected and questionnaire was used as main instrument to collect data on types of motivational packages, perception and problems associated with motivational packages. The collected data was analyzed using descriptive statistics.

5.2 Conclusion

The following were made to help draw conclusions for the study.

1. The main types of motivational packages available to workers of the CAGD in New Juaben Municipal are allowances and recognition of work done.
2. Minor types of motivational packages available to worker identified are offering opportunities for workers to learn, promotion of staff and increase in salaries.
3. Majority of the workers have perception that, motivational packages for workers of CAGD in the New Juaben, is fairly good.

4. Out of the small number of workers who felt that motivational packages are very bad at CAGD in New Juaben, most were of the view that it favours only a section of the staff especially the senior staff.
5. Inadequate funding and low value of motivational packages were identified as major problems associated with the implementation of motivational packages.
6. Perceived bias in the allocation of motivational packages was seen as a minor setback associated with the implementation of motivational packages.

Based on these findings it can be concluded that there are various types of motivational packages and the main types are allowances, recognition and management style while the minor types are promotion, increase in salaries and study leave.

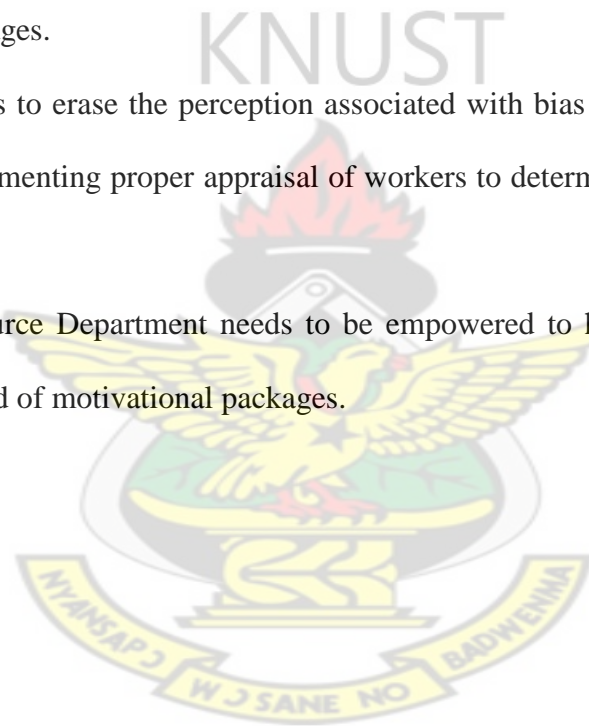
There is the perception that motivation for staff at CAGD in New Juaben is fairly good.

There are various problems associated with the implementation of motivational packages and these include inadequate funding, low value of motivational packages, delays in honouring motivational packages and the perceived bias in the allocation of motivational packages.

5.3 Recommendation

It is being recommended that

1. Other types of motivational packages considered to be minor should be enhanced in order to give a holistic package to workers. This will avoid the situation of over relying on motivational packages such as allowances and recognition of work done as the main types of motivational package.
2. There is the need for management to improve on the perception workers have on the motivational packages. This is against the background that workers do not see the packages given to them to be good. To solve this problem there is the need for prompt payment of motivational packages.
3. Management needs to erase the perception associated with bias allocation of motivational packages by implementing proper appraisal of workers to determine deserving workers for awards.
4. The Human Resource Department needs to be empowered to handle all appraisal report related to the award of motivational packages.



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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY INSTITUTE OF DISTANCE LEARNING RESEARCH QUESTIONNAIRE

The researcher is writing a thesis on the topic: Assessing Motivational Packages for Controller and Accountant General's Department Staff in the New Juaben Municipality

This questionnaire is purely for an academic exercise. Any information given would be treated with confidentiality.

HOW TO COMPLETE THE QUESTIONNAIRE

Most of the questions seek response by ticking in the box that corresponds to the appropriate answer. Other questions demand that you provide your own response.

SECTION A: Socio - Democratic Profile of Respondents

1) What is Sex?

Male ☐

Female ☐

2) What Age group do you belong?

20 – 29 years ☐

30 – 39 years ☐

40 - 49 years ☐

50 – 59 years ☐

60 years and above ☐

3) What is your Marital Status?

Single ☐

Married ☐

Separated ☐

Divorced ☐

Widowed ☐

4) Educational background.

SHS/ O' Level ☐

Diploma ☐

Bachelor ☐

Masters ☐

Other qualification (specify)

5) How long have you been working in this department?

Less than 1 year ☐

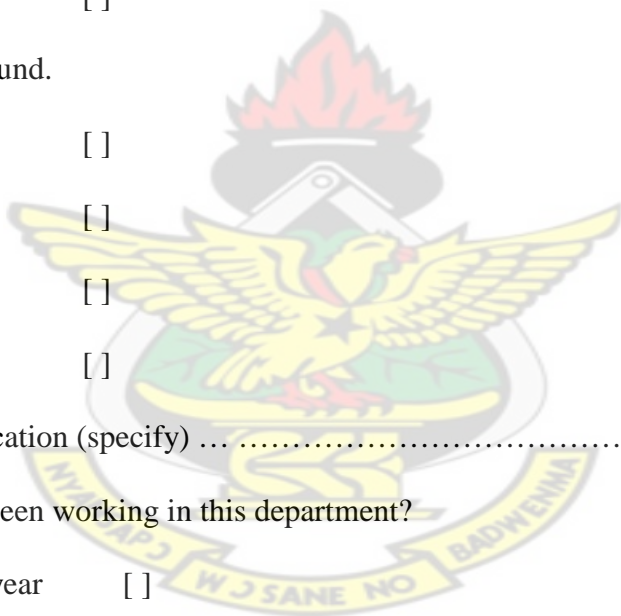
1-2 years ☐

3-5 year ☐

6-8 years ☐

9 years and above ☐

KNUST



6) What is your present position in this department?

Junior staff ☐

Senior staff ☐

7) Which range does your monthly income fall (in Ghana Cedis)?

Less than 100.00 ☐

100.0 – 250.00 ☐

250.01 – 500.00 ☐

500.01 – 750.00 ☐

750.01 – 1000.00 ☐

Above 1000.00 ☐

SECTION B: Types of Motivational Packages

1) What type of motivational packages do you receive in your institution?

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2) How often does management give out these motivational packages?

Very Often ☐

Often ☐

Not Often ☐

3) Which of these motivational packages do you like best?

Monetary []

Non-Monetary []

Both []

None []

4) Why do u prefer that?

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5) Which motivational packages do you want management to provide that they are not providing?

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6) List four of the motivational packages that are given to you but you are not happy about them.....

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SECTION C: Staff Perception on Motivational Packages

1) What is your perception about the type of motivational packages given you?

Very Good ☐

Good ☐

Fairly Good ☐

Bad ☐

Very Bad ☐

2) Explain your response in the question 1 above

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3) What should be done to improve the motivational packages?

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4) Which of these motivational packages do motivate you most?

Monetary ☐

Non-monetary ☐

Both ☐

4) Give reasons for your choice

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SECTION D: Problems Associated with Motivating Staff

1) What problems does management face in motivating staff?

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2) How can these problems be solved?

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3) What can staff do to help solve the problems associated with motivating them?

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4) What can management also do to solve the problems associated with the motivational packages?

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