

Motivational Packages and Its Effects on Employee's Performance: A Case of Ghanaian Organizations.

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Abstract

The study was to ascertain motivational packages and their effects on the performance of employees in selected organizations in Ghana. Specifically, the study sought to ascertain the motivational packages used motivate their employees at the workplace, investigate the impacts of these motivational packages performance and make recommendations on the best and effective motivational packages to be used in organizations. The study made use of descriptive survey as its key research design. A population of two hundred respondents out of which a sample size of one hundred and twenty was selected using the non-probability sampling method, Questionnaire was used and the data was collected analyzed. There are a number of motivational packages used by organizations to motivate their employees; salary, recognition, training and development, effective communication and bonuses. Bonuses were seen to have the greatest influence and employees see it to be more important and more beneficial to them.

Keywords: motivation, motivational packages, organization, employee performance.

1. Introduction

Motivation is important to understand because it describes the reasons that drive one's actions towards the achievement of a goal (Grant, 2012). (Luthans, 1992) defined motivation as a mixture of needs, drives and incentives. Motivation is defined as the process that begins with psychological deficiency or need that activates behaviour or a drive aimed at a goal or incentive". (Huczynski & Buchanan 2007) asserted that motivation is a combination of goals towards which human behaviour is directed; the process through which those goals are pursued and achieved and the social factors involved". Putting the right employees in the right positions depending on their skills and amount of work they can generate will enhance their ability to use their skills and abilities more frequently which will lead them to concentrate on the business missions and objectives (Yongsun, Barbara, & Christy, 2002).

(Anne 1994) defined motivation as a term that refers to a process that draws, controls, and sustains certain behaviors to ensure high performance. Motivation refers to the psychological processes that direct, energize, and sustain action, or can also be better understood as one's inner desire to make an effort (Grant, 2008).

Understanding motivation is basic to explain both individual and organisation behavior. (Finck, 1998) stated that employers must recognize that the human factor is becoming more and more important for the organization to survive, and that business improvement will only be achieved when employees are excited and motivated by their work. (Watson 1994) also asserted that business has come to realize that motivated and satisfied employees can deliver powerfully to the bottom line. Since employee performance is a combined function between ability and motivation, one of management's primary tasks, therefore, is to motivate employees to perform to the best of their performance and ability (Moorhead, & Griffin, 1998).

(Pinder 2008) referred that, "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity and duration." According to (Deckers 2010), Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment. (Allscheid & Cellar 1996) stated that in order to be good in anything at the workplace, the only thing required is motivation. The big question is whether the motivation really has an influence on employee's performance or not. Research shows that indeed there is a relationship between motivation and performance (Deci & Gagne, 2005).

This thereby arouses a lot of important academic thoughts within this subject area. Many research literatures from scholars have warranted solving this fascinating academic domain regarding which motivation packages can enhance performance of employees in the organization. Also, many organizations have failed along the line in their quest find the best motivational package to improve the performance of their employees in Ghana and around the world. This therefore motivated us to investigate on the topic "motivational packages and its effects on employee performance in the organization". The significance of this study cannot be over-emphasized. The study is an examination of the motivation practices in organizations, and reveals the extent to which such practices are carried out, and how these packages influence the employee's performance. This research work is useful to the government, owners of organizations as well as other scholars who will find this paper interesting. The main purpose of this study is to find out the motivation packages and its effects on employees' performance. This study is based on the following objectives: (i) to find out motivational packages that organizations use as a mean to motivate their employees. (ii) Examine the impact of these motivational packages on employee's performance at the workplace. In view of the research objectives, the following questions can be asked: (i) what packages do organizations use to motivate their employees at the workplace? (ii) What are the impacts of these packages of motivation on the performance of employees at the workplace?

2. Literature review and hypotheses

There are number of views of literary personalities relating to motivation and motivational theories. Content theories give us an insight regarding individual needs and the things that are necessary for motivation work. Many theories have been propounded regarding the motivation of employees. All the propounded theories are very useful but this paper will make use of three of these theories. The selection of these theories was based on the fact that they provide an in-depth knowledge and understanding about individual and what will motivate the individual at a particular point in time. These are explained below:

2.1 Maslow's Hierarchy of Needs Theory; Maslow's hierarchy of needs is a theory in psychology recommended in 1943 by Abraham Maslow's research paper "A Theory of Human Motivation" in psychological review. Maslow extended the idea to embrace his observations the innate curiosity of humans. His theories were almost equivalent to other theories of human developmental psychology. Maslow used "physiological," "safety," "belonging and love," "esteem," and "self-actualization" to describe the pattern through which human motivations generally move. The goal of Maslow's Theory is to attain the fifth level or stage: self-actualization needs.



Figure 1: Maslow's hierarchy of human needs

2.1.1 Physiological needs: Physiological needs are the physical necessities for human survival. If these necessities are not met, the individual can't function well and will eventually fail. Physiological needs are believed to be the most essential; they must be met first. This is the first and elementary need on the hierarchy of needs. Without them, the other needs can't be met. Physiological needs include: shelter, food and water.

2.1.2 Safety needs: Once an individual's physiological needs are reasonably met, their safety needs take primacy and control behavior. This safety needs evident themselves in many ways such as a preference for job security, grievance procedures for protecting the individual from autonomous authority, savings accounts, insurance policies, etc. Safety and security needs are concerned with keeping us harmless. These include job security, shelter, health, and safe environments. If a person does not feel secured in an environment, he/she will seek to find safety before attempting to meet any other higher level of need.

2.1.3 Social belonging: After the physiological and safety needs are satisfied, the next level of the human needs is interpersonal and it involves the feelings of belongingness. Social belonging needs involves: intimacy, friendship and family.

2.1.4 Esteem/Actualization: Esteem needs are also called status needs or ego needs.it is concerned with getting recognition, status and respect from others. All individuals have a necessity to be respected; this includes the

necessity to have self-respect and self-esteem. Esteem needs present the typical individual with the desire to be valued and accepted by others.

2.1.5 Self-actualization: This level of need discusses a person's full potential and how to realize that potential. Maslow describes this level as the need to achieve everything that one can, to become the best that one can be. Human beings may perceive or focus on this need very specifically.

Maslow theory of needs make some significant contributions. Firstly, it recognizes important need categories which can assist managers to create effective positive reinforces. Secondly, the theory is useful to think of two general levels of needs, which is the lower level and the higher needs. It gives an insight that, lower level needs must be satisfied before higher level needs become important. Thirdly, Maslow theory informs managers about the significance of personal growth and self-actualization.

On the other hands, Maslow theory has some shortcomings. There is lack of hierarchical structure of needs as suggested by Maslow. Naturally, every person has to satisfy his needs in an order that satisfies him. This is highly because of human differences. The order may not follow Maslow's need hierarchy. Also, some individuals see self-assertion as means to an end-love need as a result; regard self-esteem as higher than social needs.

2.2 Achievement-motivation theory: The Achievement-Motivation Theory was developed by Atkinson, McClelland and Veroff and focuses on aspects of personality traits and presents three forms of motivation or needs in work situations. The three forms of needs of the Achievement-Motivation Theory are achievement, power, and affiliation.

Need for Achievement refers to an individual's wish for important execution, mastering of skill, control of high standards. Is related to the difficulty of work people decide to undertake. Individuals with low need for achievement may choose very easy task such that a failure will not be humiliating. Those with high need for achievement tend to choose very difficult task feeling that they are challenging but within reach.

Need for Power stalks from an individual's desire to influence, teach or encourage others. Individuals in this category enjoy work and place a high value on discipline. A person motivated by this need enjoys status recognition, winning argument, competition and influencing others. Individuals who have a Need for Affiliation work well in areas with public interactions like customer service or client interaction position. They prefer spending time creating and maintaining social relationships, they enjoy being part of groups and have desire to feel loved and accepted.

2.3 Frederick Herzberg theory: This theory is similar to that of Abraham Maslow though more practical. He has broken motivation into two; the hygiene/ dissatisfier and the motivators/satisfier. He identifies the lower level needs (Security need and the social needs) as Hygiene factors and the higher-level needs (ego/esteem needs and the self-actualization needs) as motivators. Hygiene factors are those absence of which cause dissatisfaction and indifference when present e.g. salary, working condition, inter-personal relation supervision company policy and administration. Motivators are those the absence of which does not demotivate workers while the presence really motivates them; example Responsibility, career growth and advancement, achievement recognition and job enrichment. This is depicted below:

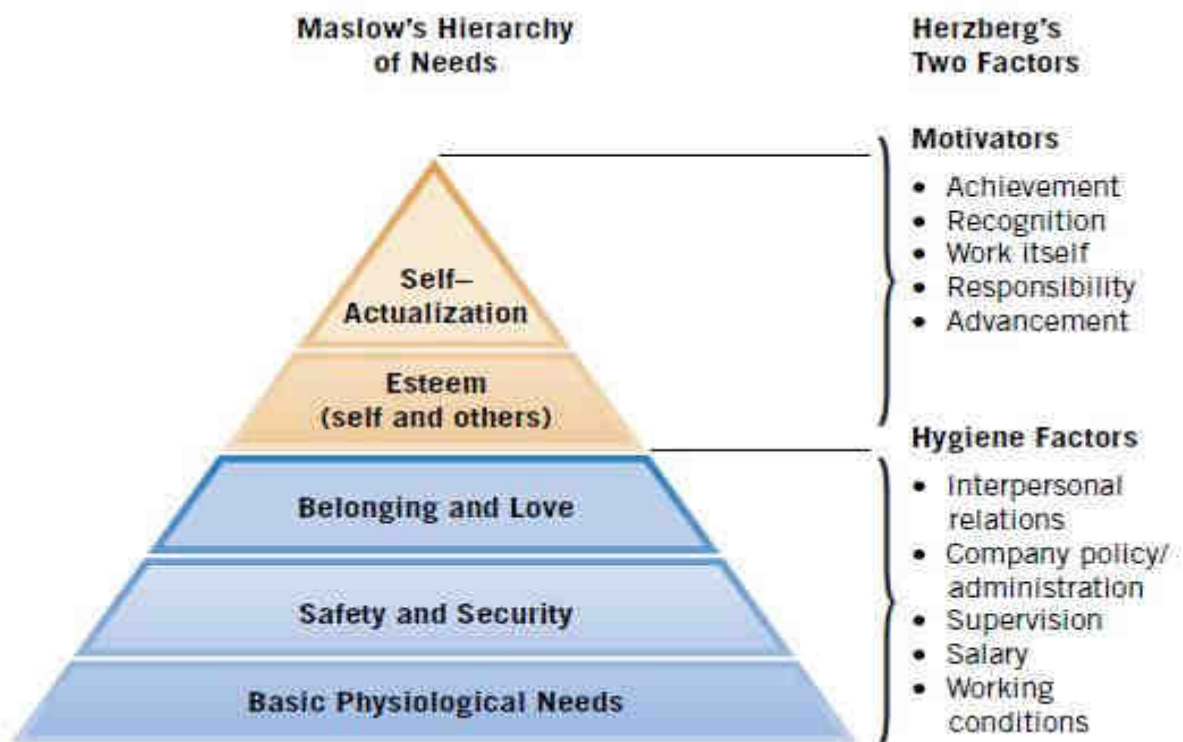


Figure 2: Herzberg's two factor theory

This theory is important to review because it gives managers a way of thinking about satisfaction and dissatisfaction and drawing attention to all important topics of job design and motivation as a way of providing condition which are potential motivating (Rollison, et al., 1998).

2.4 Empirical Review

(Okan, 2012), conducted a study on the Universality of Factors motivating employees in the Banking Sector of Northern Cyprus. The st

udy pointed out that the most significant factors motivating employees are good salaries and promotion, extended health benefits and working environment. Likewise, when paralleled with a similar study in Finland, it is established that the most important factor motivating employees in both countries is salaries. This is somehow related the topic under consideration only that it was conducted in a developed country whilst this study is focused on a developing country, Ghana.

Furthermore, (Gure, 2010), also examined the impact of motivation on employee performance at Nationlink Telecom Somalia. In her work she established that motivation has strong positive influence on employee's performance as compared to job satisfaction. Satisfaction has little significant on employee's performance. However, the study established that motivation contributes more to the employees' performance of Nationlink Telecom Somalia. (Thomas 2012) also conducted a study on the effect of motivation on employee job Performance in Ghana. The purpose of his study was to analyze and determine the motivational package that influences the performance of employees at Ghana commercial Bank. The bank achieved its corporate goals as well as employee job

performance simply because the company was using extrinsic motivation package which covers periodic enhanced salaries to employees, fringe benefits and promotions. The above study has a gap because the study was conducted in different organization background as compared to one in question.

To continue with, (Nchorbune 2011) also conducted a study on the Roles of Motivation on employee performance in university for development Studies-WA Campus. He established that the motivational packages offered to employees in the university were inadequate. Unfriendly work environment in the university was not promoting work effectiveness. Since workers were seen to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance. This study is very vital to the employees of educational sector how about the staff of other companies not in the educational sector? The gap then arises.

(Wilfred, 2011) conducted study on Non-financial motivation as a strategy for improving performance of police force, a case study of police force headquarter in Tanzania. He employed the purposive sampling to select the main informants for interview and stratified simple random to warrant representation of respondents from different levels. His study revealed that employees are quite positive towards the use of monetary incentives in the work place and can be effective in motivating them. His findings suggested that non-monetary incentives may have a high motivating power in the organization if they are valued highly by the employees and management. There is a gap in this study because it is focused on police force also interviews were part of the data collection method. This paper only used questionnaire as the key data collection method.

2.5 Motivational packages and their effects on employee satisfaction and performance.

Regardless of the multiplicity of number of theories studied by researchers, they have come to stress the importance of different motivation approaches toward employee's performance. Motivation packages have been defined as tools and techniques which can be used to motivate employees. Some of the packages are:

Recognition: It is a useful positive tool where usually people get recognized by their work and job done and based on that they receive recognition. Atkinson, McClelland and Veroff stated that employees work harder when they are recognized and appreciated for their effort toward the work given them. When employees get recognized and appreciated, they do their best to prove their skills, talents and abilities they have. Furthermore, recognizing employees is also considered a way of communication that strengthens and rewards the outcomes people create. For that reason, leaders should develop recognition system which is powerful for both employees and organization (Hislop, 2003). Employees who feel appreciated and recognized are more positive about themselves and their abilities to contribute. It also guarantees positive, productive and innovative organization environment. Saying thank you as recognition will make the business successful (Khodov, 2003).

H2: Recognition has a positive influence on individual performance ($\alpha \leq 0.05$)

Salaries: Most of the researches and studies have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. It clarifies that when employees are satisfied financially, they are motivated at work and work hard. An increase in financial aspects like payments, allowances, salaries and bonuses affect employee's productivity positively as a result of a

study which has been done by (Conrad, 2015), they have concluded that increasing of individual pay increases productivity rate from 9% to 17%. So, it is obvious that when employees are motivated and satisfied, their performance increases so as productivity. Also, (Pulakos, 2005), did an analysis on motivation programs and productivity, they found that financial aspects and payments are the largest effect on employee's productivity. Also, (Cokins, 2006) stated that paying and salary increments for individuals from the organizations, increases the productivity.

Furthermore, for employees to feel safe in terms of work, they prefer getting good salaries and allowances rather than receiving appreciation (Cokins, 2006).

On the other hand, when employees get high performance rate and a very good appraisal, they appear to be sensitive to whether their performance will be rewarded by money and pay increase or not (Lin, 2007). So, money concerns are always there and it is important for employees to work and give.

H1: Salary has a positive influence on individual performance ($\alpha \leq 0.05$)

Bonuses: Bonus Association administration can easily increase the work performance of the workforces with the help of additional benefit. We can say that additional benefit is the above salary gives the employee's according to their performance. Bonus is an important tool for increasing the productivity (Agwu, 2013).

H3: Bonuses has positive influence on individual performance ($\alpha \leq 0.05$).

Enhanced communication: Communication does not only mean talking to your team but also listening to them. It is important to ensure their understanding of companies' objectives and their individual job roles but it is equally important to show them the importance of their feedback for the achievement of targets and standards (Robbins, 1999; Daniel, 2001).

H4: Enhanced communication has positive influence on individual performance ($\alpha \leq 0.05$).

Training and Development: People can be taught to become more motivated by showing them how to deconstruct tasks and challenges, and how to feel less intimidated by their job roles. Demonstrating to them how to cope in the workplace can lead directly to improved motivation (Daniel, 2001).

H5: Training and development has positive influence on individual performance ($\alpha \leq 0.05$).

Upon reviewing the above literature of the various scholars, there is the urgent need to find the impact of these motivational packages (salaries, recognition, bonuses, enhanced communication and training & development) on employee's performance in the selected organisations in order to make a well-informed decision.

2.6 Employee performance

Performance of the employee can be considered as the job-related activities expected of a worker and how those activities were executed. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Similarly, he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. In line with Yang (2008), investigation on employee performance and revealed that acknowledgment and recognition and reward of performance of employees direct the discrimination between employee productivity. Morale and productivity of employees is highly

influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2008). To satisfy customers, firms do much effort but do not pay attention to satisfying employees. But the fact is that customers would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will put in much effort on the work and yield good and quality output which makes the customers satisfied (Ahmad, 2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013).

2.7 Research Gap

From the above discussion, it can be seen that much has been done on employees' motivation. The various researches discovered various findings and some of the findings are contradicting because researchers have focused on different variables, population and sample size organizations and even countries. Nevertheless, the question remains, why do organizations still experience difficulties dealing with the motivation of employees which result in reducing the grade of organizational performance. Some of these motivational packages seem to be in place while other are missing therefore the study establishes the research gap so as to fill the gaps accordingly.

2.8 Conceptual Framework

This study involves motivational packages as independent variables. These independent variables include; salaries, recognition, bonuses, enhanced communication and training and development.

Employee's performance is therefore seen as the independent variable. This conceptual framework as well as the study hypothesis was guided by the literature reviewed.

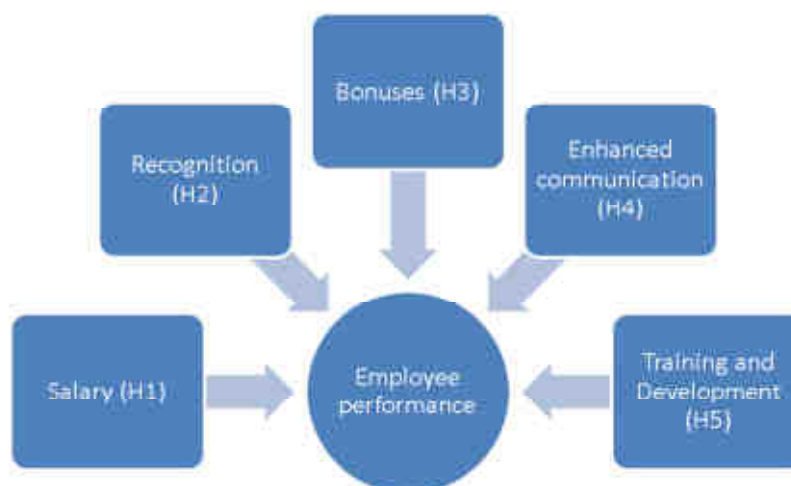


Figure 3: Conceptual framework

3. Research methodology

This research adopted the survey design to investigate the effect of motivational packages on employee performance. The research methodology is based on empirical data collected through questionnaires. The use of

the survey questionnaires helped gain an understanding of the situation at hand and helped clarify, measure the concept, and determine the factors and relationships among the factors that have resulted in the current level of employees' performance. This study was conducted in the hospitality industry in Ghana. Five organizations from the hospitality industry in the Greater Accra Region were selected. All employees in these five organizations were considered as the target population. However, a non-probability random sampling technique was used to select 120 employees for the study. The selected employees were from all areas of the organizations, of both sexes and have been in the organization for the past two years, since they have been in the organization for quite a long time and have experienced the techniques of motivation that have effect on their performance.

Questionnaire was used as the research instrument for collecting the needed data. A questionnaire was used because it was convenient for the gathering of the data and with respect to the nature of the sample size. The questionnaires comprised open and close ended questions with three sections in all. These sections included; Section A – demographic features of the respondents and the rest of the two sections each contained questions with respect to the two research questions.

Data from the structured questionnaire were properly organized through data coding, cleaning and entering. After the data was collected, multiple regression method was employed to analyze the information, as this study is quantitative in nature. Data processing was done using statistical package for social sciences (SPSS).

4. Analysis, findings and interpretation of results

4.1 Sex Distribution of the Respondents

Figure 4 represents the sex distribution of the respondents. Out of the 120 respondents, 55% being the majority were males whilst 45% were females. Hence the responses gathered represent more of a male view than that of females.



Figure 4: Gender of respondents

Source: survey data, 2018

4.2 Age Distribution of the Respondents

Figure 5 shows the age distribution of the respondents and it clearly shows that the majority of the respondents were young adults who are eligible to give us the needed responses.

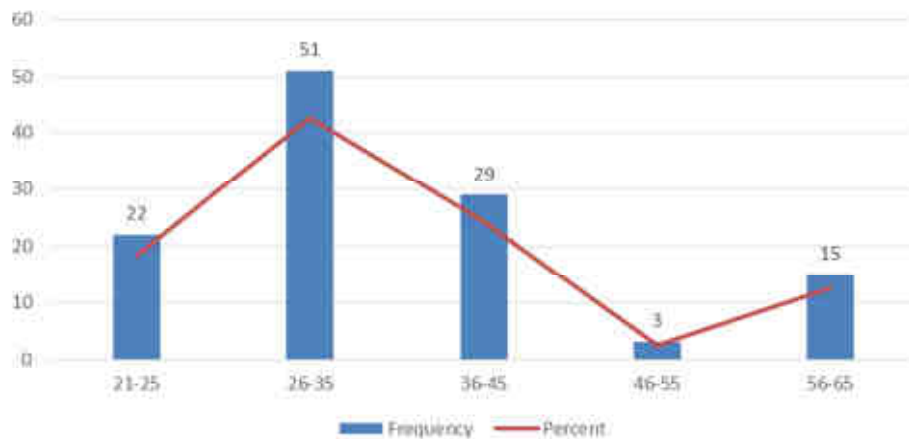


Figure 5: Age of respondents

Source: survey data, 2018

4.3 Regression Analysis

In this section, the study investigated the effect of the motivational packages on employee performance. Specifically, the regression results of the tested hypotheses were presented in this section.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.557 ^a	.310	.254	.30236	.310	5.492	9	110	.000

a. Predictors: (Constant), YEARS SPENT IN THE ORGANIZATION SALARIES, RECOGNITION, BONUSSES, ENHANCED COMMUNICATION AND TRAINING AND DEVELOPMENT, LEVELS IN THE ORGANIZATION, AGE

Table 1 shows that; R value is 0.557. Therefore, this value (0.557) shows that, there is an impact of these nine variables on employee's performance. This means, there is an associative relationship that exists between employee's performance and the selected variables. From the table above, it can also be observed that the coefficient of determination i.e. the R-square (R^2) value is 0.310, which shows that 31.0% variation of the dependent variable (employee's performance) can be explained by these nine variables. It also indicates that, the strength of associative relationship between employees' performance and the selected nine independent variables is good.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.519	9	.502	5.492	.000 ^b
	Residual	10.056	110	.091		
	Total	14.575	119			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant YEARS SPENT IN THE ORGANIZATION, SALARIES, RECOGNITION, BONUSES, ENHANCED COMMUNICATION AND TRAINING AND DEVELOPMENT, LEVELS IN THE ORGANIZATION, AGE

From Table 2, it was found that, the value of F-stat is 5.492 and the level of significance is 0.000 (less than 5%). This explains the fact that the overall model was reasonably fit and there was a statistically significant association between employees' performance and the selected independent variables. Hence, it can be concluded that, there is a strong associative relationship between employees' performance and the selected independent variables.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error			Lower Bound	Upper Bound
(Constant)	2.870	.517	5.549	.000	1.845	3.895
SALARY	.121**	.050	2.422	.017	.022	.220
RECOGNITION	-.177**	.068	-2.587	.011	-.312	-.041
TRAINING AND DEVELOPMENT	.036	.057	-.626	.533	-.149	.178
ENHANCED COMMUNICATION	.078	.063	1.249	.214	-.046	.203
BONUSES	.312***	.052	6.053	.000	.210	.414
LEVELS IN THE ORGANIZATION	-.032	.054	-.601	.549	-.139	.075
AGE	-.016	.036	-.448	.655	-.087	.055
GENDER	.042	.059	.708	.481	-.075	.158
YEARS SPENT IN THE ORGANIZATION	.060	.077	.770	.443	-.094	.213

*** p<0. 01, ** p<0. 05, p<0. 1

In Table 3, the unstandardized coefficient depicts partial change in the employees' performance due to one unit

change in each of the independent variables while other things remain constant. It was found that, the Bonuses factor is still the most influential factor for employee's performance with the highest B value = 0.312. It also indicated that, salary, training and development, enhanced communication, gender, years spent in the organization also have positive impact on employees' performance whereas Recognition, levels in the organization and age have negative influence on the employees' performance.

Explanation of the model:

Salary: The partial change in the employees' performance due to one unit change in salary is 0.121 while other things remain constant. The p value = 0.017, this means it is statistically significant at 5% level of significance (Table above). This implies that an increase in salary will lead to an increase in employees' performance. Therefore, H1 will be accepted. This is in accordance with the work of (Ching, 2015) who came out with the findings that, there is a significant impact of salary increment on performance.

Recognition: The partial change in the employees' performance due to one unit change in recognition is -0.177 while other things remain constant. The p value = 0.011. This means that, it is statistically significant at 5% level of significance. This means that an increase in recognition will not have an increase on performance as per the findings of this study. Therefore, H2 will be rejected. (Lawler, 1994) also did a similar work and concluded that recognition is statistically insignificant and has an adverse relationship with performance.

Training and development: The partial change in the employees' performance due to one unit change in training and development is -0.036 while other things remain constant and the p value = 0.533. This means that it is statistically insignificant at 5% level of significance. It was recognized that, an increase in training and development will decrease the performance of employees. Therefore, H5 will be rejected. (Neelam, 2015) confirmed by that, most workers are not sensitive to training and development as compared to increase in salaries.

Enhanced communication: The partial change in the employees' performance due to one unit change in enhanced communication is 0.078 while other things remain constant and the p value = 0.214. This depicts that, it is statistically insignificant at 5% level of significance. Therefore, H4 will be accepted. This finding supports the finding of (Shaemi, 2012) with reference to the book on the effects of communication.

Bonuses: The partial change in the employees' performance due to one unit change in bonus is 0.312 while other things remain constant. The p value = 0.000 means, bonus is statistically significant at 5% level of significance. Therefore, H3 will be accepted. The study conducted by (Hameed, 2014) also revealed that bonuses have a positive impact on performance.

Levels in the organization: The partial change in the employees' performance due to one unit change in levels in the organization is -0.032 while other things remain constant. The p value = 0.549 means it is statistically insignificant at 5% level of significance.

Age: The partial change in the employees' performance due to one unit change in age is -0.016 while other things remain constant and the p value = 0.655. This means that it is statistically insignificant at 5% level of significance.

Gender: The partial change in the employees' performance due to one unit change in gender is 0.042 while other things remain constant and the p value (0.481) means it is statistically insignificant at 5% level of significance.

Years spent in the organization: The partial change in the employees' performance due to one unit change in years spent in the organization is 0.60 while other things remain constant and the p value (0.443) means it is statistically insignificant at 5% level of significance.

It should be noted that, a negative coefficient for a variable (recognition, training and development, levels in the organization as well as age) indicates reverse impact on the employees' performance in organizations. This means, recognition, levels in the organization and age will not necessarily increase employee's performance but rather have an adverse impact on the employees' performance as per the findings of the study.

5. Conclusion, contributions, and limitation

5.1 Conclusion

The study was conducted to analyze employees' performance in Ghanaian firms based on motivational packages. Specifically, the study sought to ascertain the motivational packages organizations use as a mean to motivate their employees at various levels and to examine the impact of these packages of motivation on employees' performance in the workplace.

In order to attain these objectives, the following research questions were posed to guide the study: What packages do organizations use to motivate their workers at various levels? What are the impacts of these packages of motivation on the performance of employees at the workplace?

The study revealed that salary, enhanced communication and bonuses statistically impact on the performance of employees in the hospitality industry. This implies that when these motivational packages are given to the employees, it enhances their performance on the job. On the other hand, recognition, and training and development have negative impact on the performance of employees. This means that employees do not care much about these packages to enhance their performance.

5.2 Recommendations and Contribution

In view of the findings of the research the following were recommended for any future work:

Organizations should conduct proper, independent and objective assessments of performance before any form of motivation is extended so as to make the motivational package fair. Proper reward systems should be implemented by the organizations whereby outstanding managers are publicly honored and also intensive incentives on productivity should be an important motivational package by organizations. Such findings enhance our understanding of employee motivation and provide a starting point for organizations that may see it fit to design or redesign the employees work or even the organization as a whole. However, the organizations should intensify this system of reward with a substantive amount of money; building facilities would bring a sense of relief. Furthermore, other researchers who would want to conduct a further research should consider a broader scope of study so as to ascertain findings that can be more generalized.

5.3 Limitations

Perhaps observation could have been the most appropriate method for the data collection for this study but due to time constraint, questionnaires were used. The findings were therefore the views of the individual workers, which could differ from what was actually happening in organizations. Also, the findings were not intended to be

generalized to the total population due to the small sample size. Though the findings might not represent the whole population, the results are still important in giving signals or informing people about how motivation influences individual performance at different management level.

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