

THE EFFECTS OF MOTIVATION ON WORKERS' PERFORMANCE IN BOLGATANGA TECHNICAL UNIVERSITY

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Abstract – Many organizations are noted to be experiencing high labour turnover rate in spite of high remuneration and extra incentive schemes and packages offered to workers. The research is aimed at finding out whether motivation can bring any change in workers' attitudes towards work and thereby increase productivity. The multiple and simple regression was conducted to assess the impact and contribution of the motivational elements on the performance of the employees within Bolgatanga Technical University. The results showed that working environment, employee empowerment, and motivation (monetary rewards) are having a positive effect on employees' performance within Bolgatanga Technical University and These findings attempted to justify the assertion that majority of workers these days want to obtain what is termed as job satisfaction and not necessarily monetary rewards. The research upholds the hypothesis that employees are interested in gaining more from their employers and that they are not so much interested only on wage remunerations. The research paper concluded that if management wishes to maximize the efficiency of its employees within the company, the working environment, employee empowerment, and motivation (monetary rewards) should have increased. Appropriate structures and procedures that would allow for the effective and efficient utilization of the training skills of the employees must be established.

Keywords: Employee empowerment, working environment, effects, employee performance, collinearity test, motivation, multiple and simple regression.

INTRODUCTION

The management of human resources in both small and large business organizations has become so important due to the modern use of information technology that it cannot be overemphasised. This includes making organizations even non-profit. In view of the institution's objectives, it can be said that in order for management to be successful and productive in the acquisition of jobs and the preservation of human capital, most organisations, particularly the civil service, have been noted for lack of care and attention in their management of human resources, both in policies and in the implementation of such policies. Motivation was exploitative with money being used to serve as the only motivational factor in determining the level of overall worker output. Some attempts have been made in the past to solve this issue, particularly after industrial action erupted.

Labor Unions Act, 2003, Act 651 sought to impose labor laws and focused on "Workers' Right" to try and change the situation. The involvement of several attempts by workers 'groups such as the Trade Union Congress or civil workers' to reduce the high rate of labor turnover has failed under high wage conditions.

The old management concept of employee making tools still persists in the country's civil service, including Bolgatanga Technical University. Every employer's dream is to have a well-satisfied and happy work force. For a long time, the institution was one of the mahatmas' led to high labor turnover rates, frequent machine breakdowns and low productivity. Set goals are not met. The state of affairs does not benefit the organization and the entire

society. This paper seeks to investigate the effects of working environment, employee empowerment and motivation on worker performance within Bolgatanga Technical University

LITERATURE REVIEW

Theoretical review

Motivation

Skinner and Ivancevich (1992:337) claim that motivation is the way a person's action toward a target drives or needs to be driven. It is about the level of effort put into pursuing specific objectives. Managers cannot observe behaviour, and then come to conclusions about the motivation of a person.

Pinder (1984:467) defines motivation as "a collection of generic forces from within and outside the person that cause action, direction, intensity and length." Motivation to him describes a group of forces that cause people to act in certain ways. He understands that several forces both inner and outer drive individuals to play roles concurrently, so motivation is not the only initiating actions. Others include directing behavior, manipulating aggression and deciding whether or not it is maintained. Thus, motivation can be described as a collection of processes that energize and direct a person's actions towards achieving certain goals.

The first impression from this description is that motivation is about the energizing actions.

Motivation can then be described as factors that reinforce and strengthen behavior and sustain behavior as long as those factors (energy) are in place. The second important part of the concept

is that motivation addresses the chances people make. The worker who is motivated to please his supervisor may decide to support the supervisor personally or work particularly hard for an important project

The truth is that motivation requires deliberate decisions and target selection. This is because motivation stems from individual needs and deals greatly with individual differences has been proven. Hence, it is necessary as managers to understand the characteristics of individual workers before looking at them as a group. This gives a start to determining which factors are going to motivate employees and draw the best from them.

Most of the workers are not motivated at Bolgatanga Technical University after a tremendous work done by them. Sometimes management overlooked some of these things while some employees assume they have done their best, hoping to be motivated. He stressed this on the ground that some workers can adjust overtime to be motivated which some of them do not want.

Hellriegel, Jackson and Slocum (1999:462) also describe motivation as any "influence which causes, guides or maintains purpose-driven behaviour."

Job Performance

Many writers have differing views on performance at work. While some believe that people who are intrinsically motivated would be satisfied and thus increase their job performance, others believe that job performance needs to be rewarded. By doing so, they believe this would in the long run lead to both increased performance and job satisfaction. Because this study did not contain one school of thought, an attempt was made to explain the concept of motivation.

Miller (1978:156) wrote on job performance, arguing that the manager is responsible for performance and not needs fulfillment. Although satisfaction should be placed first and performance second, it is also believed that systems that have succeeded in improving performance and satisfaction are the ones that give priority to performance. This idea is based on the fact that the company owes the employee the most satisfying job it can give him with the limitations of staying in business.

It is also based on the assertion that managers need to provide satisfying jobs for employees and that organization that provides performance contingent satisfaction or reward is likely to gain necessary levels of performance from employees and also provide them with satisfaction.

When a research was conducted at Bolgatanga Technical University, it was revealed that there were several ways to motivate a worker, some of which included free medical care, employee-management relationships, and overtime allowances. If some of those things are not taken care of, an employee may not put in his best.

Empirical review

Diverse research work on motivation, employee success and organizational development has been performed. Some of these articles on their analysis received diverse results. ShYusuf and Gichinga (2016) studied the impact of encouragement on the performance of telecommunications companies' employees in Somalia. The thesis followed descriptive research design in the analysis of data that was collected as a research instrument by means of constructed questionnaires.

The data analyzed using the Social Science Statistical Kit (SPSS version 22) shows that financial incentives, empowerment have a major and positive impact on employee performance while training and growth have a strong negative impact. Furthermore, the study suggested that there was a strong relationship between motivation and success of employees that had an effect on telecommunications companies in Somalia.

Aryan and Singh (2015) investigated the effect of motivation and appreciation on employee performance in the Punjab and Haryana public and private sector banks

.The thesis used as a statistical method in the research the descriptive statistics, the research of association regression, factor analysis and t-test. It has been confirmed that the compensation and other monetary incentives received by the company greatly impact employee performance. Accordingly, salaries and benefits have a direct positive effect on the performance of workers through recognition; company's policy and interpersonal relationship have positive but insignificant impact on the employee performance.

Ajalie (2017) conducted a study on the impact on organizational efficiency of

employee motivation, a case of May and Baker Plc, Ola Ogun, Nigeria. The thesis followed a descriptive and causal style of research and the methodology of surveying. Several regression analyzes were used to analyze the results.

The findings revealed that extrinsic influences were found to have a greater effect on the company productivity. Reena (2009) looked at the effect of incentives and appreciation systems on motivation and satisfaction of employees. The data were analyzed using SPSS version 16 and the findings showed that the direct and positive association between recognition and employee motivation is statistically important ($= 0.92, P < 0.01$).

Qurantul-Ain and Manzoor (2011) examined the effect of motivating employees on organizational development. The study found a positive relationship exists between the morale of workers and the productivity of organizations. Employee Empowerment and appreciation have a positive impact on the productivity of workers.

Essel and McForson (2012) looked at GT Bank Ghana Limited's effect of motivation on employee productivity. The study used the simple percentage to analyze data, and Chi-Square. It has been discovered that monetary reward has been a long hand. The primary driving factor for workers is their participation in the effort to achieve organizational growth.

Nguyen (2017) looked at motivation's effect on organizational development. The research aimed to find out the most motivating factors and the relation of employee motivation to the success and development of an organization. The study described income, personal growth and work-life balance as key employee motivating factors that were most influential. The research also showed, however, that the factors attracting workers were not the same as the factors keeping workers at workplaces

Amuche, Hussaina and Utomi (2016) conducted a report on the motivation and organizational growth of employees about Nigeria's Economic Diversification and Contemporary Challenges.

Using standardized questionnaires the study adopted a survey style. It has been revealed that increased pay, promotion, appreciation, open communication, free decision- and praise given to employees may leads to a great extent motivate them to work extra hard in ensuring goals are achieved. A study was conducted by Raluca (2012) to determine the influence of employee performance on the growth of the company and thus the managerial

perspective. The study was aimed at identifying the factors that influence employee performance and how employee performance contributes to the company's growth.

The findings showed that personal motivation is the key factor affecting employee performance. Therefore job environment, advantages and incentives, competitive opportunities as well as manager relationships. The findings also demonstrate that the success of employees has a positive and significant role in the growth of the business.

Based on these empirical reviews and findings, it can be deduced that motivation factors are very significant in improving worker output in the work environment, thereby having a positive effect on the growth of organizations.

RESEARCH METHODS

A semi-structure, five-questionnaire base was carefully developed to collect motivation and worker performance data. The questionnaire was composed of two sections. The first part covers the output of the employees. Three elements were each considered for the factors of motivation. Motivation occupied the second half of the questionnaire. Stratified sampling approach used to pick respondents from different levels of workers within the organization. Questionnaire was personally administered to ensure contact was made with the right respondents and that the research was appreciated. Some selected individuals were piloted with 20 questionnaires to test for clarification of the questions. In this analysis 105 sample sizes have been used. Multiple and simple regressions were used to analyze the coded data in order to ascertain the effects of motivation on worker performance in Bolgatanga Technical University.

Results and Discussion

The findings cover the effects of the various statistical methods used in the analyzes of the collected and coded data. It serves as the basis for definition, debate and conclusion in order to achieve the research goals

Table 1: Collinearity test

Tolerance	VIF
1.000	1.000
.617	1.621
.617	1.621

Inflation variance Factor and tolerance values shown in table 1. As clearly stated, the values of the variance inflation factor were less than 10 and the tolerance values were more than 0.1 for the independent variables. It meant that the independent variables were free of the issue with multicollinearity problem.

Table 2: model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.647 ^a	.419	.411		4.82084
2	.714 ^b	.510	.496		4.46007

- a. Predictors: (Constant), TEE
- b. Predictors: (Constant), TEE, TWE

Nonetheless, it is important to note that the relative contribution to the dependent variable (employee performance) of the two independent variables (motivational packages) is 0.510 with an adjusted R² of 0.496. This can be seen in Table 1, the result means that total employee empowerment and total working environment is able to predict or justify about 51.0 percent of the employee performance within the Bolgatanga Technical University. Therefore,

other variables not yet included in the model have the chance to contribute or estimate about 49.0 percent to the success of the employee performance within Bolgatanga Technical University. These findings attempted to justify the assertion that majority of workers these days want to obtain what is termed as job satisfaction and not necessarily monetary rewards. The research upholds the hypothesis that employees are interested in gaining more from their employers and that they are not so much interested only on wage remunerations. The findings showed that personal motivation is the key factor affecting employee performance. Therefore job environment, advantages and incentives, competitive opportunities as well as manager relationships. The findings also demonstrate that the success of employees has a positive and significant role in the growth of the business.

Table 3: model estimation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.313	1.898		5.432	.000
	TEE	.694	.099	.647	7.006	.000
2	(Constant)	6.833	2.014		3.392	.001
	TEE	.439	.117	.410	3.763	.000
	TWE	.434	.123	.384	3.528	.001

a. Dependent Variable: TEP

In the second model, total employee empowerment (beta = 0.439, p-value = 0,000), total working environment (beta = 0.434, p-value = 0,001) and constant (beta = 6.833, p-value = 0.001) is considered to be the most statistically important variables contributing to the total employee performance. This means that both employee empowerment and working environment contributed 43.9 percent and 43.4 percent in explaining the employee performance within the Bolgatanga technical university and this implies that if management of the institution wants to increase performance they should consider 100% improvement of working environment and employee empowerment. Qurantul-Ain and Manzoor (2011) examined the effect of motivating employees on organizational development. The study found a positive relationship exists between the morale of workers and the productivity of organizations. Employee Empowerment and appreciation have a positive impact on the productivity of workers.

Further analysis

The researchers further conduct study to investigate whether there is statistically significant relationship between motivation of employees and their performance within the organization. This means that the researcher wants to know whether motivation can have an effect on employee performance within the organization. Data was transformed and computed under the heading of the motivation and employee performance hence simple regression was performance to ascertain the effects of employee motivation on worker performance within the Bolgatanga Technical University. Details of the analysis are as follows:

Table 4: model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.671 ^a	.451	.443		4.68827

a. Predictors: (Constant), motivation

However, it is important to note that the relative contribution to the dependent variable (employee performance) of the one independent variable (motivation) is 0.451 with an adjusted R2 of 0.443. This can be seen in Table 4, the result means that motivation is able to predict or justify about 45.1 percent of the employee performance within the Bolgatanga Technical University. Therefore, other variables not yet included in the model have the chance to contribute or estimate about 54.9 percent to the success of the employee performance within Bolgatanga Technical University. These findings attempted to justify the assertion that majority of workers these days want to obtain what

is termed as job satisfaction and not necessarily monetary rewards. The research upholds the hypothesis that employees are interested in gaining more from their employers and that they are not so much interested only on wage remunerations. Amuche, Hussaina and Utomi (2016) conducted a report on the motivation and organizational growth of employees about Nigeria's Economic Diversification and Contemporary Challenges. Using standardized questionnaires the study adopted a survey style. It has been revealed that increased pay, promotion, appreciation, open communication, free decision- and praise given to employees may leads to a great extent motivate them to work extra hard in ensuring goals are achieved

Table 5: model estimation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.330	2.299		2.753	.008
motivation	.243	.033	.671	7.470	.000

a. Dependent Variable: TEP

In the model, motivation (beta = 0.243, p-value = 0,000) and constant (beta = 6.330, p-value = 0.008) is considered to be the most statistically important variable contributing to the total employee performance. This means that motivation of employees contributed 24.3 percent in explaining the employee performance within the Bolgatanga Technical University and this implies that if management of the institution wants to increase performance they should consider 100% improvement of motivation of its employees within the organization. These findings are in line with Omollo (2015) who claimed that motivation is the key to a productive organization to keep staff motivated and help organizations succeed. Motivation of employees is simply referred to as a result of the amount of motivation, dedication and ingenuity that employees carry to Abdiaziz et al. (2017). Motivation is the best instrument for better results.

Summary of the findings

The multiple and simple regression study was conducted to assess the impact and contribution of the motivational elements on the performance of the employees within Bolgatanga Technical University. The results showed that working environment, employee empowerment and motivation (monetary rewards) are positively effect on employees’ performance with Bolgatanga Technical University. These findings attempted to justify the assertion that majority of workers these days want to obtain what is termed as job satisfaction and not necessarily monetary rewards.

Conclusion

The research paper concluded that if management wishes to maximize efficiency of its employees within the company, working environment, employee empowerment and motivation (monetary rewards) should have increased. The research upholds the hypothesis that employees are interested in gaining more from their employers and that they are not so much interested only on wage remunerations. Appropriate structures and procedures that would allow for the effective and efficient utilization of the training skills of the employees must be established.

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