Fueling success: unleashing the power of employee motivation for peak productivity and organizational excellence at Kwabre East Municipality

Opoku Prince Joshua1*
Aninakwah Isaac2

1Department of Political Science Education, University of Education, Winneba Ghana
2Department of Geography and Regional Planning, University of Cape Coast Ghana

ABSTRACT

The question of whether or not motivation influences the outcome of employees in an organization is one of the polemics among scholars of political science around the globe. Motivating public sector employees, like those in the Local Government Service of Ghana, is a major challenge. Strikes and demonstrations in the Ghanaian civil service are often driven by demands for better pay and working conditions, negatively impacting productivity. This study intentions to address and assess the effect of motivation on the employees and their level of performance in the case of Kwabre East Municipal. The research adopted a positivist research philosophy to uncover measurable relationships between Motivation of employees and the performance of the organization. The research used a quantitative research approach, and stratified random sampling was used in a cross-sectional design to select 157 employees to ensure representation from different organizational levels and departments. The study discovered that financial and non-financial incentives, leadership styles, and recognition stimulate the employees of Kwabre East Municipal Assembly to work efficiently. It is recommended that the Government and management of Local Government Institutions should enhance motivational strategies and diversify incentive packages, in other to motivate employees working in various sectors to influence productivity.

KEYWORDS

Motivation; Productivity Peak; Kwabre East; Organizational Excellence

Introduction

The question of whether or not motivation influences the outcome of employees in an organization is one of the polemics among scholars of political science around the globe. Tovmasyan and Minasyan (2020) opined that motivation is one of the primary roles of management since it maintains and guides behavior. There are several factors that scholars have observed and believe have profound effects on the efficiency of employees in organizations around the globe. Robbins et al. (2009), for instance, argued that motivation is vital to the organization because it increases employee productivity and recognizes the goals that must be successfully met. That is why he calls motivation the tool to transform workers' conduct through inspiration. This means that for the success of any organization, whether it's private or public, motivation is crucial. Per the comment made by Thoni and Dodi (2017), "Motivation can be defined as an individual's ability to increase their potential in performing a task." Work stimulus can be traced from within the individual or from outside the individual. Motivation is the strength that makes personnel take a specific job, continue working hard at that job for a longer amount of time within the confines of the organization. In other words, People work hard in the hopes that their needs will be met (Kalim, 2010). It is one of the most significant thoughts in psychology and essential for supervisors who guide their employees' development toward worthwhile objectives (Adnan, 2005).

The definition of motivation has been the subject of numerous scholarly attempts, and it is a thoroughly researched area with roots in numerous academic fields, including psychology, sociology, education, political science, and economics. As Cheber (2017) puts it, "Motivation is a complex phenomenon." Numerous theories aim to elucidate the mechanisms behind motivation. Everybody wants to have their needs met. Some are at secondary psychological levels and are thought to be inadequately learned, while others focus primarily on the physical aspects of behavior. Internal states such as the urge for accomplishment, dominance, and love are examples of secondary needs. These needs are in charge of the majority of the behavior that concerns managers and supervisors, as well as the incentives that an individual looks for within an organization. (Burrows, 2000).

According to various scholars, an individual's motivation is what propels them to act, originating from the Latin term "movere," signifying the impulse to move or change (Kreitner & Kinicki, 2004; Adeoye, 2001). It is described as a psychological process that energizes and directs goal-oriented behavior (Ahlstrom & Bruton, 2010) and a series of actions resulting in a person's intention and desire to act in a specific manner (Matsie, 2008). Motivation compels individuals to pursue specific objectives to fulfill their needs (Reeve, 2015). Hasibuan (2017) emphasizes that

CONTACT Opoku Prince Joshua princeopokujoshua@gmail.com

© 2024 The Author(s). Published with license by Lighthouse Publishing.

This is an Open Access article distributed under the terms of the Creative Commons Attribution-ShareAlike 4.0 International (CC BY-ND-ND 4.0) License (https://creativecommons.org/licenses/by-sa/4.0/), which allows others to share the work with an acknowledgement of the work's authorship and initial publication in this journal.
motivation provides the incentive and driving force for individuals to work towards specific goals. Siagian (2017) views motivation as a psychological state that activates and guides behavior associated with achieving personal and organizational goals. Robbins, as cited by Wibowo (2016), describes motivation as a progression that influences intensity, direction, and perseverance toward goal achievement. Young (2000) succinctly defines motivation as the inner force responsible for the level, track, and determination of effort in one's labor. Denhardt (2008) affirms that people's motivations are what drive their actions.

Many scholars in most African countries have also exhibited curiosity in the impact of motivation of workers to their output. Employees in Tanzania have reportedly been dealing with a number of issues, particularly related to working conditions, pay, and job security. Consequently, there has been a decline in job performance in the workplace (Simons, 2006). According to Patrick (2008), the absence of motivation amid workers is the major reason in meagre job performance in Tanzania. Motivation has remained a hallmark of productivity and job performance in every party, Armstrong (2006) pronounced that one of the great challenges that many Tanzanian public organizations face is motivation.

Ishah (2015), is of the view that “Motivational factors in job situation in Nigerian local government system as well as the relationship between morale and productivity have, therefore, produced some kinds of barriers, over time, that have continued to keep employees in apathy and despair” he later opined in his work that there ought to be inclusive, pretty and attractive conditions of service, staff procedures and components of the local government system’s service delivery structure, such as job security and the lack of any kind of job threat, that are favorably comparable to those of organizations in Nigeria. According to this perspective “making the employees of the local governments not only motivated but also satisfied with the work they perform”

In Pakistan, as Akhtar and Iqbal (2017) put it, Motivation may influence a worker's output in a way that advances the public schools in Pakistan's corporate goals and objectives. Later in their work, they opined that, in universities, the tutors don't have satisfactory motivation; in that instance, they are less equipped, which precisely impacts the learners and the instructional framework. In their research on employee motivation in Pakistan's beverage industry, they stressed that employers should be encouraging their staff to provide their best effort or to meet company objectives. Internal states like the urge for success, dominance, and love are examples of secondary needs.

An organization's ability to effectively manage its current resources is a key indicator of its success. Brown and Arendt (2010) state that employee performance is basically what is done or not done by employees who are in the organization. The core factors that determine an employee's performance are their motivation, their ability to improve their performance through training and development, their satisfaction with their job, job security, job redesign, compensation, organizational hierarchy, and other factors. Performance was determined by the study to be a function of aptitude and drive, or job performance = f (a) (m), according to Carter (2009). The equation shows that employee abilities have a significant impact on work performance; therefore, if an employee lacks the innate skills (education and capacity) or learned skills to perform a particular job, the performance of the entire unit may be far less optimal. But when an employee possesses all of these and is highly motivated, their work output will eventually be at its best.

Employee motivation is vital for organizational satisfaction and efficiency, with motivation fostering effective work (Boamah, 2014). In a competitive business world, challenges like engagement and recruitment persist, with only 19% of employees highly engaged (Development Dimensions International, 2014). The issue of “brain drain” arises due to inadequate motivational packages for health personnel, leading to a loss of skilled labor in developed countries (Nyonator, 2005). Failure to motivate workers can lead to organizational challenges, and proper motivation is key (Robert, 2008). Motivation involves providing guidance, direction, resources, and rewards to inspire employees (Ludhans, 1992). In uncertain industries, employee motivation remains essential for future success (Byham, 2005).

Employee motivation varies depending on a number of factors, including intrinsic job aspects, company and management, opportunities for advancement, interesting work, and security. (Herzberg, 1950). Motivating and retaining employees is a significant challenge, and organizations must implement effective programs to improve productivity (Levy, 2013). Relying solely on salary increases is insufficient (George and Jones, 2013). Towers (2003), as quoted by Adelanwa (2013) emphasized that employee motivation is the primary chauffeur of organizational performance and can harness employee zeal for enhanced staff performance. Insufficient employee motivation leads to reduced productivity, high absenteeism, rising costs, high turnover, and low morale (Jobber and Lee, 2014). Motivating public sector workers, like those in the Local Government Service of Ghana, is a major challenge (Boamah, 2014). Strikes and demonstrations in Ghanaian public sector is often driven by demands for better pay and working conditions, negatively impacting productivity. These protests and strikes have a detrimental effect on productivity. This study is therefore aimed at addressing and evaluating the influence of motivation on the employees and their performance in the case of Kwabre East Municipal.

**Literature review**

**Maslow's hierarchy of needs theory: A framework for understanding human motivation**

Abraham Maslow's Hierarchy of Needs, introduced in 1943, provides a foundational outline for comprehending human motivation. The theory posits that human needs are structured hierarchically, with lower-level needs bearing greater significance than higher-level needs, and as individuals fulfill each need in the hierarchy, they become motivated by the next higher need. At the foundational level are the physiological needs, encompassing the basic requirements for human existence, such as food, shelter, water, clothing, and rest. These needs are immediate
and urgent, as they are essential for sustaining life. Moving up the hierarchy, we encounter safety needs, which include the desire for protection from harm both physically and emotionally.

Additionally, individuals seek guarantees that their basic physical needs will continue to be met, providing a sense of stability and security. Social needs come next in the hierarchy, encompassing the need for belongingness, affection, friendship, and acceptance. At this stage, individuals yearn for social connections and a sense of community, valuing their relationships with others. Progressing further, we arrive at the esteem needs, which can be categorized into internal and external factors. Internally, these needs involve self-respect, autonomy, and a sense of personal achievement. Externally, individuals seek recognition, status, and attention from their peers and society. At the apex of the hierarchy lies the ultimate motivator, the self-actualization need. This represents an individual's desire for personal growth, reaching their full potential, and achieving self-fulfillment. It is the aspiration to become the best version of oneself.

Although it provides a useful framework for comprehending human motivation, Maslow's Hierarchy of Needs Theory is not without criticisms and limitations. One key criticism is the cultural variability of this theory. Critics argue that the hierarchy's applicability may be limited to Western or individualistic perspectives. Cultural and societal differences can influence how individuals prioritize their needs. Another limitation is the theory's lack of specific timeframes for the satisfaction of each need. It does not offer clear guidance on when individuals transition from one need level to another, making it challenging to predict when employees may become productive for an organization. Additionally, there is limited empirical support for the strict hierarchical structure and order of needs proposed by Maslow. The theory may not accurately reflect the complexities of human motivation in all contexts. Notwithstanding these objections, Maslow's Hierarchy of Needs Theory continues to be a useful framework for discussing a variety of needs that people could encounter at work. It serves as a useful guide for managers seeking to understand and address employee motivation in diverse organizational settings.

Frederick Herzberg's two-factor (motivation-hygiene) theory

Frederick Herzberg's Two-Factor (Motivation-Hygiene) Theory also known as the Motivator-Hygiene Theory, was developed in the 1950s based on research conducted among accountants and engineers to understand what leads to job satisfaction and dissatisfaction. According to Herzberg's theory, an individual's motivation and job satisfaction are influenced by two different sets of factors: motivators and hygiene. Hygiene factors, like salary, job security, and working conditions, are essential for creating an acceptable work environment. Their presence does not necessarily motivate workers, but their absence can lead to job dissatisfaction. However, stimuli, such as challenging work, acknowledgement, and responsibility, directly contribute to positive satisfaction and long-lasting motivation. Their presence motivates employees, while their absence doesn't necessarily cause dissatisfaction.

As part of Herzberg's research, employees were interviewed to find out what aspects of their jobs they liked and disliked. He called the elements that led to discontent "hygiene factors" and the factors that caused satisfaction "motivators." Herzberg's Two-Factor Theory revolutionized the understanding of job satisfaction by proposing a two-dimensional model where motivators and hygiene factors play distinct roles. This theory challenges the traditional view of job satisfaction as a one-dimensional continuum. Herzberg suggests that prioritizing motivators is essential for creating a motivated and satisfied workforce. He outlined four basic states of employee motivation: Low Motivation/High Hygiene, Low Hygiene/High Motivation, Low Motivation/Low Hygiene, and High Motivation/High Hygiene. The study at the Kwabre East Municipal Main Office aims to identify factors motivating employees, investigate the impact of motivational elements on their performance, and evaluate how motivation affects productivity within the municipal assembly.

Methods
Kwabre East Municipal Assembly (KEMA) is a district in the Ashanti Region of Ghana, originally established in 1988 as Kwabre District. It was later renamed Kwabre East District after a portion became part of Afigya-Kwabre District in 2007. On November 1, 2017, in March 2018, it was granted the status of municipal assembly and was dubbed Kwabre East Municipal District. The municipality is located in the Ashanti Region’s northern region, with its capital town being Mamponcheng. Geographically, it lies between latitudes 60° 45’ and 60° 50’ North and longitudes 10° 30’ and 10° 35’ West, covering an area of 356 km² (137 sq mi). The population of the municipality, as of the 2021 Population and Housing Census, is 296,814, with 143,684 males and 153,130 females.

Research philosophy, approach and design

The research adopted a positivist research philosophy, aiming to uncover objective and measurable relations between worker motivation and organizational performance. This approach aligns with the belief that there are underlying regularities and patterns in the social world, and that these can be identified through empirical observation and measurement. Again, the research employed a quantitative research approach, utilizing statistical methods to analyze numerical data. This approach is suitable for investigating the relationship between worker motivation and organizational effectiveness as it allows for the measurement of variables and the establishment of statistical relationships. The research design adopted be cross-sectional, collecting data at a single point in time to investigate the connections between organizational performance and employee motivation. This design provided a snapshot of the current state of the organization and the impact of employee motivation on performance. Stratified random sampling was used to ensure representation from different organizational levels and departments. Stratification was based on factors such as job role, department, and hierarchical level to ensure a diverse and comprehensive sample. Data was collected through surveys/questionnaires distributed to employees at various levels within the organization. The survey included a validated scales to measure employee motivation and organizational performance. The researcher employed the quantitative method for this study. Creswell (2014) states that numerical data is measured and analyzed using this method. It entails gathering information via experiments, surveys, and other numerical techniques. "It refers to a whole way of thinking, or an approach, which involves a collection or cluster of methods as well as data in numerical form." (Punch, 2013). Quantitative methods were adopted because they can gather enormous volumes of data much more quickly than other types of research. It allows researchers to work in real-time, which allows for quick analysis of data; it is a powerful tool for generating objective and reliable data that can inform decision-making; collecting data is quick, and the end users have no difficulty answering questions; it allows researchers to reach a larger sample size; and it is cost-effective compared to qualitative research.

The population for this study consists of employees at the Kwabre East Municipal Assembly main office, including various categories of staff from different departments. The target population numbers 261, with permanent staff, Nabco personnel, casual staff, and National Service personnel included. The researcher adopted a random sampling technique. The final sample size was determined with Taro Yamene’s (2002) formula below:

\[ n = \frac{N}{1+Ne^2} \]

Where:
- \( n \) = sample size,
- \( N \) = population of the study,
- \( e \) = margin of error

Since a 95% confidence level was used in the formula, the margin of error is 5%, which is appropriate for social science research. Here is the calculation for the breakdown:

\[ n = \frac{261}{1+261(0.05)^2} \]
\[ n = \frac{261}{1+0.676725} \]
\[ n = \frac{261}{1.676725} \]
\[ n = 157 \]

This sample size of 157 of the total population (261).

Statistical Product and Service Solutions, a statistical analysis software tool, was used to edit, code, and analyze the data gathered from the questionnaires. Prior to editing, the information obtained from the respondents was grouped. Following editing, they were numerically coded for SPSS Version 20.0’s variable view. The keying process was then finished by entering the data into the data view. It was further extracted for the discussion and presentation. The data collected was also described statistically using frequencies and percentages.

Results

Demographics

Table 1. Gender of respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>107</td>
<td>68.2</td>
<td>68.2</td>
<td>68.2</td>
</tr>
<tr>
<td>Female</td>
<td>50</td>
<td>31.8</td>
<td>31.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 1 displays the gender distribution of respondents in the Kwabre East Municipal Assembly. The results show that men made up the majority of the respondents. 107 respondents, or 68.2% of the total of 157 respondents,
were men, and the remaining 50 respondents, or 31.8%, were women. The demographic data from the Kwabre East Municipal Assembly provides valuable insights into the gender distribution within the population, which is essential for understanding the composition of the population and for informing various development and planning initiatives.

**Table 2. Age distribution of Respondent**

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25 years</td>
<td>8</td>
<td>5.1</td>
<td>5.1</td>
<td>5.1</td>
</tr>
<tr>
<td>26-30 years</td>
<td>60</td>
<td>38.2</td>
<td>38.2</td>
<td>43.3</td>
</tr>
<tr>
<td>31-35 years</td>
<td>73</td>
<td>46.5</td>
<td>46.5</td>
<td>89.8</td>
</tr>
<tr>
<td>36-40 years</td>
<td>11</td>
<td>7.0</td>
<td>7.0</td>
<td>96.8</td>
</tr>
<tr>
<td>41-50 years</td>
<td>2</td>
<td>1.3</td>
<td>1.3</td>
<td>98.1</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>3</td>
<td>1.9</td>
<td>1.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

According to Table 2, eight respondents, or 5.1% of the total, are between the ages of 18 and 25. Sixty-nine respondents, or 38.2% of the total, are between the ages of 26 and 30. Of the respondents, 73 (46.5%) are between the ages of 31 and 35; 11 (7.0%) are between the ages of 36 and 40; 2 (1.3%) are between the ages of 41 and 50; and 3 (1.9%) are over the retirement age. This indicates that the KEMA has a young, dynamic workforce ready to serve for a very long time, given they have the motivation to do so.

**Table 3. Professional qualification**

<table>
<thead>
<tr>
<th>Educational Qualification</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>HND/Diploma</td>
<td>35</td>
<td>22.3</td>
<td>22.3</td>
<td>22.3</td>
</tr>
<tr>
<td>BSc/BA/B.Ed</td>
<td>118</td>
<td>75.2</td>
<td>75.2</td>
<td>97.5</td>
</tr>
<tr>
<td>MBA/MSc</td>
<td>4</td>
<td>2.5</td>
<td>2.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

In terms of the respondents’ educational background, Table 3 above makes it evident that the majority of the respondents—118, or 75.2% had a university degree, while 35, or 22.3%, held a diploma or Higher National Diploma. Four responders, or 2.5 percent, had a second degree. The research shows that all respondents have received formal education to work efficiently.

**Table 4. Staff category of employees**

<table>
<thead>
<tr>
<th>Staff Category</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Staff</td>
<td>19</td>
<td>12.1</td>
<td>12.1</td>
<td>12.1</td>
</tr>
<tr>
<td>Junior Staff</td>
<td>123</td>
<td>78.3</td>
<td>78.3</td>
<td>90.4</td>
</tr>
<tr>
<td>Casual Staff</td>
<td>4</td>
<td>2.5</td>
<td>2.5</td>
<td>93.0</td>
</tr>
<tr>
<td>Nabco Personnel</td>
<td>3</td>
<td>1.9</td>
<td>1.9</td>
<td>94.9</td>
</tr>
<tr>
<td>NSS</td>
<td>8</td>
<td>5.1</td>
<td>5.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The study inquired about the marital status of respondents, and it was recorded that the majority of the employees are married; thus, 121 respondents, representing 77.1%, 33 respondents, representing 21.0%, are single, and Only 3 individuals, making up 1.9% of the total sample size, have separated. The research shows that a lot of employees need to be motivated in order to find pleasure in combining both marital responsibilities and employee responsibilities.

**Figure 2. Marital status of respondents**

The study inquired about the marital status of respondents, and it was recorded that the majority of the employees are married; thus, 121 respondents, representing 77.1%, 33 respondents, representing 21.0%, are single, and Only 3 individuals, making up 1.9% of the total sample size, have separated. The research shows that a lot of employees need to be motivated in order to find pleasure in combining both marital responsibilities and employee responsibilities.
According to the study, junior staff members make up the majority of respondents 78.3%, 12.1% are senior staff, 5.1% of the respondents are National Service personnel, and 1.9% are Nabco personnel. This showed that KEMA has enough junior staff to efficiently execute the decisions of the management.

Discussion

### Table 5. Factors that motivate employees at the KEMA main offices

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentives are vital for the motivation of employees</td>
<td>130 (82.8%)</td>
<td>7</td>
<td>14</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Employees are encouraged to give their</td>
<td>131 (83.4%)</td>
<td>10</td>
<td>10</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>best work by incentive packages.</td>
<td>113 (72.0%)</td>
<td>26</td>
<td>11</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>The best incentive for employees is a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>competitive salary.</td>
<td>(72.0%)</td>
<td></td>
<td>(16.6%)</td>
<td>(7.0%)</td>
<td>(0.9%)</td>
</tr>
<tr>
<td>Positive attitudes toward work are</td>
<td>115 (73.2%)</td>
<td>27</td>
<td>9</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>exhibited by highly motivated employees.</td>
<td>(17.2%)</td>
<td></td>
<td>(5.7%)</td>
<td>(0.6%)</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>To increase productivity, management</td>
<td>130 (82.8%)</td>
<td>14</td>
<td>8</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>should prioritize the well-being of its workforce.</td>
<td>(82.8%)</td>
<td></td>
<td>(5.1%)</td>
<td>(0.6%)</td>
<td>(2.5%)</td>
</tr>
<tr>
<td>Organizing and sponsoring seminars for the employees motivates them to work well</td>
<td>115 (73.2%)</td>
<td>24</td>
<td>11</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Staff and upper management should</td>
<td>(73.2%)</td>
<td>(15.3%)</td>
<td>(7.0%)</td>
<td>(1.3%)</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>foster interpersonal relationships</td>
<td>26 (16.6%)</td>
<td>122</td>
<td>10</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Recreational spaces are crucial to any organization.</td>
<td>110 (70.1%)</td>
<td>31</td>
<td>9</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Recognizing workers for their efforts</td>
<td>116 (73.9%)</td>
<td>35</td>
<td>2</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>boosts their morale within the company.</td>
<td>(22.3%)</td>
<td></td>
<td>(1.3%)</td>
<td>(2.5%)</td>
<td>(0%)</td>
</tr>
<tr>
<td>When faced with difficulties at work,</td>
<td>131 (83.4%)</td>
<td>7</td>
<td>12</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>employees/ attitudes changes.</td>
<td>(4.5%)</td>
<td></td>
<td>(7.6%)</td>
<td>(1.3%)</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>Rewarding employees for their efforts</td>
<td>118 (75.2%)</td>
<td>26</td>
<td>7</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>results in effective productivity.</td>
<td>(16.6%)</td>
<td></td>
<td>(4.5%)</td>
<td>(2.5%)</td>
<td>(1.3%)</td>
</tr>
<tr>
<td>Employee excellence can only be attained through monetary rewards.</td>
<td>5 (3.2%)</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>142</td>
</tr>
</tbody>
</table>

### Incentives are vital for the motivation of employees

One of the most important elements in employee motivation, according to the study, is incentives. It's possible that those employed by local government firmly concur that rewards play a significant role in inspiring employees. Among the 157 participants, 130 respondents, or 82.8%, strongly concur that incentives are crucial for inspiring workers. Seven respondents, or 4.5%, concur, and 14 respondents, or 8.9%, are undecided about the statement. The data suggest that the overwhelming support for the idea that incentives are important for motivating workers suggests that local government employees recognize the positive impact of incentive programs. This could imply that implementing or enhancing incentive schemes may be well-received and could potentially yield positive results in terms of motivation and performance, confirming the incentive theory of motivation of Burrhus Frederic Skinner (1904-1990). The relatively small percentage of respondents who only agree or are neutral may indicate that there is still room for improvement in understanding and implementing effective incentive programs. It could be worthwhile for the local government to explore the specific types of incentives that resonate most with employees and tailor incentive packages accordingly. The positive attitude towards incentives suggests that employees believe these programs can contribute to increased motivation. Higher motivation is often associated with improved engagement and productivity, which can be beneficial for the overall effectiveness of the local government workforce.

### Employees are encouraged to give their best work by incentive packages

The results of the field survey showed that, of the 157 respondents, 131 completely agreed with the statement that rewards help employees perform well. Out of 157 participants, 10 participants in the next majority agreed with the statement that incentive packages encourage employees to perform at their highest level. Ten responders are unsure. Four respondents completely disagreed with the aforementioned statement, while two respondents disagreed with it. The results showed that Ghanaian civil and local government employees firmly believe that incentive programs can motivate employees to provide their best effort. The overwhelmingly positive responses (strong agreement) suggest that incentive packages are generally perceived as effective tools for enhancing work performance among civil and local government workers in Ghana. Organizations may consider leveraging this positive perception by strategically designing and implementing incentive programs to further motivate employees and improve overall productivity (Skinner, 1940). The dissenting opinions highlight the importance of understanding individual differences and addressing concerns or skepticism regarding incentive programs. This could involve clear communication about the objectives of incentive packages and how they align with organizational goals.
The best incentive for employees is a competitive salary.

Out of 157 respondents, 113 strongly agreed that the best way to motivate employees was to offer them large salaries. The idea that offering competitive salaries is the best way to inspire employees was endorsed by 26 respondents. On the statement, 11 respondents had a neutral opinion. Six respondents strongly disagreed, while one respondent disagreed. According to the survey, the majority of participants firmly concur that high salaries are the most effective means of inspiring workers. The information clearly indicates that a sizable majority of respondents cite pay as a key source of motivation. This has implications for organizations looking to motivate their employees effectively. According to Vensa (2022), if organizations wish to attract and retain talent, offering competitive and attractive salary packages seems to be a key consideration based on the respondents' views. While the majority supports the importance of fat salaries, the presence of dissenting opinions highlights the need for organizations to recognize that motivation is a complex and individualized concept. One size may not fit all, and other non-monetary factors could be important for certain individuals.

Positive attitudes toward work are exhibited by highly motivated employees

It was revealed that 115 respondents out of 157 strongly agreed with the statement that well-motivated employees have a positive attitude toward work. The next majority of 27 respondents strongly agreed with the statement. 9 respondents had a neutral view of the above statement. 1 respondent disagrees, and 5 respondents strongly disagree. The study reveals that the majority of the respondents strongly agreed with the statement that well-motivated employees have a positive attitude towards work. The data suggests that fostering employee motivation may positively impact overall employee morale. This, in turn, could lead to increased productivity and job satisfaction. Organizations may find it beneficial to focus on strategies and initiatives that boost employee motivation, as this appears to be associated with a positive attitude toward work (Bhat and Partni, 2023). Understanding the views of the neutral and dissenting respondents can guide the development of targeted interventions. Identifying the factors influencing these perspectives can help tailor strategies to address specific concerns. The findings support the value of investing in employee engagement programs and initiatives. These could include recognition programs, professional development opportunities, and a positive work environment.

To increase productivity, management should prioritize the well-being of its workforce.

The welfare of the workforce was to play a major role in determining how to increase productivity. It was recognized that 130 of the 157 respondents firmly agreed that prioritizing employee welfare would increase productivity. Four respondents strongly disagreed with the above statement, while one respondent disagreed and eight respondents were neutral about the management's decision to prioritize employee productivity. Of the respondents, fourteen agreed with the above statement. The consensus among respondents was that management needed to prioritize employee welfare in order to increase output. Mean, 4.68, and standard deviation, 0.83. The overwhelmingly positive response (strong agreement from the majority) suggests a consensus among the respondents that prioritizing employee welfare is a key factor in achieving higher productivity. This consensus can be seen as a valuable insight for the management. The low standard deviation indicates that there is little divergence in the opinions of the respondents. This implies that the belief in the importance of employee welfare is widely shared, and there is a consistent view among the respondents. The data strongly supports the idea that for greater output and productivity, management should focus on and prioritize the welfare of employees. This could have various practical implications, such as the need for policies and practices that enhance employee well-being. A focus on employee welfare is likely to contribute to higher employee engagement and satisfaction. Employees that are content and engaged are typically more inventive, dedicated, and productive at work. The strong agreement among respondents may suggest a need for the management to consider or reassess existing policies related to employee welfare. It could also encourage the implementation of new initiatives aimed at enhancing the well-being of employees.

Organizing and sponsoring seminars for the employees motivates them to work well

A total of 157 respondents, or 113 of them, strongly agreed with the statement that holding and funding seminars inspires employees. The statement was agreed upon by 24 respondents. On the statement, 11 respondents have a neutral opinion. Respondents strongly disagree and two disagree. According to the study, the majority of respondents firmly concur that holding and funding seminars is an effective way to inspire staff members. 4.49 is the mean.

Staff and upper management should foster interpersonal relationships.

Regarding the factor of interpersonal relationships serving as a source of motivation for management and staff, 16.6% of respondents strongly agreed that relationships between employers and employees should be promoted, while the majority of respondents (71.3%) agreed that relationships should be motivated and 6.4% were neutral about the matter. Regarding the above question, 1.9% strongly disagreed and 3.8% disagreed. Since positive relationships between senior management and employees serve as a strong source of motivation for workers, it stands to reason that these relationships should be fostered. Mean, 3.97, and, standard deviation, 1.05. As Goerge Homans (1958) proposed in social exchange theory, emphasizing the give-and-take dynamic and the reciprocity of emotions and expectations in relationships in the workplace gives rise to high productivity.
Recreational spaces are crucial to any organization.

Out of the 157 respondents, 110 respondents strongly agreed that the provision of recreational facilities in every organization is important, 31 respondents also agreed to the above question, 9 of the respondents were neutral as to whether recreational facilities are important in organizations. 5 respondents disagreed and 2 strongly disagree to the above question. From the study, it can be assumed that the majority of respondents agreed that recreational facilities are important in every organization in Ghana. The mean is 4.54 and the standard deviation is 1.09. The overall positive sentiment toward recreational facilities suggests that organizations in Ghana might benefit from investing in or enhancing such facilities.

Recognizing workers for their efforts boosts their morale within the company.

Of the 157 respondents, 116 strongly agreed that rewarding employees for their work is a good idea. Thirty-five respondents also agreed that giving employees credit for their work boosts their morale. Two respondents were unsure if rewarding employees for their work increased their confidence. The aforementioned statement was disputed by 4 respondents. Most respondents concurred that receiving praise for well-done work boosts an employee's self-esteem. The standard deviation is 1.30 and the mean is 4.72. The strong agreement and relatively high mean indicate a widespread belief among respondents that praising employee positively influences morale. This suggests that, in the context of this survey, organizations or managers may benefit from emphasizing and implementing praise as part of their employee recognition strategies.

When faced with difficulties at work, employees' attitudes changes.

The results showed that, out of 157 respondents, 131 strongly agreed that employees' attitudes change when they face challenges at work, 7 agreed with the above question, and 12 respondents were unsure if employees' attitudes change when they face a lot of challenges. Although there are two respondents who disagree and five who strongly disagree, it is likely that most respondents concur that when faced with difficulties at work, employees' attitudes shift. The standard deviation is 1.25 and the mean is 4.62. The data implies a shared belief among the respondents that challenges at the workplace have a noticeable effect on the attitudes of employees. This consensus could be important for organizational leaders and managers to acknowledge. If challenges are perceived as negatively affecting employee attitudes, organizations might consider addressing these challenges to improve overall job satisfaction, morale, and potentially productivity.

Rewarding employees for their efforts results in effective productivity.

Of the 157 respondents, 118 strongly agreed that rewarding employees can result in efficient productivity; 26 agreed with the above question; 7 were unsure; 4 disagreed; and 2 strongly disagreed. According to the study, most respondents felt that incentives were a good way to get employees motivated and encourage effective productivity. The majority agreement suggests a prevailing belief that rewards play a significant role in motivating workers and, consequently, enhancing productivity. This aligns with many motivational theories that posit a connection between incentives and performance.

Employee excellence can only be attained through monetary rewards.

The motivational factor question above highlights the idea that employees can only be fully engaged when they receive monetary rewards. Out of 157 respondents, 5 strongly agreed that financial rewards can bring out the best in employees. This means that 5 respondents agreed with the statement above, 3 were unsure, and 2 disagreed. Of the 157 respondents, 142 strongly disagreed with the statement. Most people agree that incentives like money can bring out the best in employees. This means that 5 respondents agreed with the statement above, 3 were unsure, and 2 disagreed. According to the study, most respondents felt that incentives were a good way to get employees motivated and encourage effective productivity. The majority agreement suggests a prevailing belief that rewards play a significant role in motivating workers and, consequently, enhancing productivity. These could include recognition, a positive work environment, opportunities for professional development, and a sense of purpose or fulfillment in their work. The majority's strong disagreement underscores the significance of non-monetary incentives in enhancing employee morale and productivity. Organizations should consider a holistic approach to motivation that goes beyond financial rewards, Mayo (1924). The data suggests that fostering a positive work environment and addressing non-monetary aspects can have a substantial impact on employee morale and, consequently, on productivity.

<table>
<thead>
<tr>
<th>Factors of motivation</th>
<th>Very high</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>140</td>
<td>13</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(89.2%)</td>
<td>(8.3%)</td>
<td>(2.5%)</td>
<td>(0.0%)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Conditions of work</td>
<td>139</td>
<td>15</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(88.5%)</td>
<td>(9.6%)</td>
<td>(1.9%)</td>
<td>(0.0%)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Rapport with superiors</td>
<td>138</td>
<td>16</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(87.9%)</td>
<td>(10.2%)</td>
<td>(1.9%)</td>
<td>(0.0%)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Promotion within a company</td>
<td>127</td>
<td>29</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(80.9%)</td>
<td>(18.9%)</td>
<td>(0.6%)</td>
<td>(0.0%)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>Acknowledgment of completed work</td>
<td>144</td>
<td>12</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(91.7%)</td>
<td>(7.6%)</td>
<td>(0.6%)</td>
<td>(0.0%)</td>
<td>(0.0%)</td>
</tr>
</tbody>
</table>
Salary

The Kwabre East Municipal Assembly employees' increased productivity was the main focus of this study on motivation and output. The salary of employees has a significant impact on productivity, according to 140 out of 157 respondents. The subsequent majority of 13 respondents indicated that high worker productivity is influenced by their salary. Four responders said that employee pay has a moderate impact on productivity. Workers were completely in agreement with their assertion that salary effects productivity greatly in the public sector, as indicated by the mean score of 3.86 and standard deviation of 0.46. The fact that a significant majority of respondents (140 out of 157) strongly agree that salary influences productivity very highly indicates a consistent perception among the workers. This suggests that salary is a critical factor in driving and enhancing productivity in the public sector of the Kwabre East Municipal Assembly. There appears to be little variation in the responses, as suggested by the low standard deviation, which points to a high level of agreement among the participants. This strengthens the reliability of the findings and suggests that the trend is consistent across the surveyed population.

Conditions of work

The survey analyzed the impact of working conditions on employee motivation, with 100% participation. The results showed that 88.5% of respondents considered working conditions to have a very high impact on their motivation. Moreover, 98.1% of respondents believed that working conditions had either a very high or high impact on their motivation. According to the data, there is broad agreement among respondents about how crucial a positive work environment is for employee motivation. With a standard deviation of 0.621 and a mean score of 3.780, a majority of the participants agreed that working conditions had a significant impact on productivity. The high level of agreement and the mean score suggest that organizations should prioritize improving and maintaining positive working conditions. A positive work environment is not only beneficial for employee motivation but may also lead to increased productivity. The data implies that organizations investing in better working conditions are likely to experience higher employee motivation. This, in turn, can contribute to increased job satisfaction, employee engagement, and potentially lower turnover rates (Mayo, 1924).

Rapport with superiors

In the fifth question about the relationship between employees and superiors in Ghanaian local government services, 21 out of 100 respondents identified this relationship as a motivating factor that increased very high productivity. Another 57 respondents stated that the relationship between employees and superiors had a high influence on productivity, while 27 respondents indicated that the relationship between employees and superiors had a moderate influence on productivity. Just 1 respondent out of a hundred stated that the productivity impact of the aforementioned question was minimal. The majority of respondents agreed that productivity was influenced by the relationship between the employer and employee regarding work activities, as indicated by a mean score of 2.924 and a standard deviation of 0.826. The high number of respondents highlighting the positive impact of the relationship with superiors on motivation and productivity suggests that fostering a positive work environment, characterized by healthy relationships between superiors and subordinates, is crucial. Recognizing the importance of the superior-subordinate relationship, efforts can be directed toward improving employee engagement. This may involve soliciting feedback, addressing concerns, and creating channels for open communication (Homans 1958).

Promotion in organization

The seventh question pinpoints promotion and how it encourages productivity in the Assembly. From this analysis, it's clear that a significant majority of respondents perceive the impact of promotion within the organization on their motivation as being very high. The fact that 80.9% of respondents indicated a very high impact emphasizes the importance of promotional opportunities in motivating employees. Moreover, a combined 99.4% of respondents indicated that promotion within the organization has either a very high or high impact, underscoring the role of promotional prospects in boosting employee motivation. A mean score of 3.79 and a standard deviation of 0.778 explain that the majority strongly agree that promotion in an organization encourages higher productivity. The data implies that organizations should recognize and leverage the motivational impact of promotional opportunities to enhance employee productivity. Strategies that focus on transparent career progression, skill development, and recognition through promotions can contribute to a positive work environment and boost overall employee satisfaction and performance. It also suggests the need for organizations to continually assess and improve their promotion processes to align with employee expectations and contribute to a motivated and productive workforce.

Appreciation of work done

The eighth question is about how acknowledging hard work promotes productivity in Ghanaian local services. Out of the 157 respondents, 144 agreed that when workers are appreciated for their work, productivity at work increases significantly. 12 other respondents agreed that productivity increases when workers are appreciated for their work, and 1 respondent rated the relationship between work appreciation and productivity growth as moderate. With a mean score of 3.9 and a standard deviation of 0.34, it is evident that most respondents strongly concur that being appreciated for one's work leads to increased productivity. The vast majority of participants hold the belief that a strong relationship exists between high output and recognition. While the majority strongly agreed, there is a small percentage of respondents who perceive the link between appreciation and productivity as less pronounced. Further
exploration of their perspectives might provide insights into the conditions or contexts they believe influence this relationship. The majority of respondents appear to hold a similar view regarding the positive relationship between productivity and appreciation, as evidenced by the low standard deviation and mean score. The low standard deviation suggests that there is little variability in opinions, strengthening the reliability of the findings. If the majority of workers believe that appreciation enhances productivity, this information can be utilized by employers and policymakers in Ghana to implement strategies that acknowledge and reward employees for their efforts. This could include recognition programs, incentives, or other forms of appreciation.

Conclusion

The research work addresses the problem of worker motivation and its effects on organizational performance. It emphasizes the significance of motivation in ensuring employee satisfaction and effective organizational functioning. This research sheds light on "brain drain" due to insufficient motivational strategies and the tendency of leaders to overlook motivational factors. The results demonstrate that a mix of monetary and non-monetary rewards, a focus on employee welfare, and good working relationships are important factors in employee motivation. These factors are not limited to the specific organization studied but can be applied to a broader range of workplaces to boost employee motivation and, in turn, increase productivity and job satisfaction. Understanding and addressing these motivational factors can be key to organizational success in various sectors. Increased productivity and engagement are frequently linked to higher levels of motivation, which is valuable for the general efficacy of the workforce employed by local government. Organizations must acknowledge the complexity and individuality of the concept of motivation. A single solution might not work for everyone, and for some people, non-financial considerations may be more significant. The absence of motivation can lead to detrimental outcomes like reduced productivity, increased turnover, absenteeism, and low morale. This is especially relevant in the public sector, where issues related to motivation have sparked strikes and demonstrations, there should therefore be a restructure and employment of motivation packages at the local level of government.

The following suggestions have been made to address the opportunities and problems associated with employee motivation and its effect on organizational performance in light of the findings and discussions that have been presented: First of all, the management of the Kwabre East Municipal assembly should be aware of the specific nonmonetary and monetary motivational factors that influence job performance among employees at the Kwabre East Municipal Assembly. Again, management should conduct a quantitative assessment and statistical analysis annually to measure the correlation between identified motivational factors and job performance indicators. Finally, management should conduct a longitudinal study to evaluate the effect of motivation on output, comparing productivity levels before and after the implementation of motivational strategies.

Acknowledgements

We appreciate the civil servants of Kwabre East Municipality for their information sharing throughout the study.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

References


