T.C

ISTANBUL OKAN UNIVERSITY

INSTITUTE OF GRADUATE SCIENCES

INVESTIGATE THE EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE AT LEGON HOSPITAL (GHANA).

SETH ANIM APAU

THESIS FOR THE DEGREE OF

MASTERS OF BUSINESS ADMINISTRATION

IN BUSINESS PROGRAM

THESIS ADVISOR

Prof.Dr. Faik CELIK

ISTANBUL, January 2022

T.C

ISTANBUL OKAN UNIVERSITY

INSTITUTE OF GRADUATE SCIENCES

INVESTIGATE THE EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE AT LEGON HOSPITAL (GHANA).

SETH ANIM APAU

192004017

THESIS FOR THE DEGREE OF

MASTERS OF BUSINESS ADMINISTRATION

SUBMISSION DATE: __/__/2022

PRESENTATION DATE: 21/01/2022

Advisor: Prof Dr. Faik CELIK
Kocaeli Universitesi

Jury Members: Prof Dr. Targan ÜNAL _____
Dogus Universitesi

Prof Dr. Hakan ÖZCAN _____
Istanbul Okan University

ISTANBUL, January 2022

TABLE OF CONTENTS

CONTENTS		PAGE NO
PREFACE		I
TABLE OF CONTENT		II
KISA OZET		V
ABSTRACT		VI
LIST OF SYMBOLS		VII
ABBREVIATIONS		VIII
ACKNOWLEGDEMENT		IX
LIST OF FIGURES		X
LIST OF TABLES		XI
CHAPTER ONE: INTRODUCTION		
1.1	BACKGROUND OF THE STUDY	1
1.2	STATEMENT OF PROBLEM	2
1.3	OBJECTIVES OF THE STUDY	3
1.4	RESEARCH QUESTION	4
1.5	SIGNIFICANCE OF THE STUDY	4
1.6	SCOPE AND LIMITATION	4
1.7	DEFINITION OF TERMS	5
1.8	ORGANIZATION OF THE STUDY	5
CHAPTER TWO: LITERATURE REVIEW		
2.1	INTRODUCTION	6
2.2	THEORETICAL LITERATURE	6
2.2.1	Frederick Herzberg's Hygiene and Motivation Theory (1923-2000)	6

2.2.2 Abraham Maslow's Theory of Needs 9
2.2.3 Forms of Motivation 12
2.2.4 Adam Equity Theory 14
2.3 EMPERICAL LITERATURE 19

CHAPTER THREE: METHODOLOGY
3.1 INTRODUCTION 22
3.2 RESEARCH DESIGN 22
3.3 RESEARCH POPULATION AND SAMPLE 22
3.3.1 Target Population 22
3.3.2 Sample Size Sampling Technique 23
3.4 DATA SOURCE 23
3.5 INSTRUMENTATION 23
3.6 STATISTICAL ANALYSIS 24

CHAPTER FOUR: RESULTS AND DISCUSSION
4.1 INTRODUCTION 26
4.2 DEMOGRAPHIC COVERAGE OF RESPONDENTS26
4.3 MOTIVATIONAL PACKAGE AVAILABLE IN THE HOSPITAL 32
4.4 EMPLOYEES PERCEPTION ON MOTIVATION STRATEGY 34
4.5 EFFECT OF MOTIVATION 38
4.6 CHALLENGES FACED BY EMPLOYEES IN THEIR ORGANIZATION 41
4.7 DISCUSSION OF FINDINGS 41

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY OF THE STUDY 44

5.2 CONCLUSION 45

5.3 RECOMMENDATION 45

5.4 LIMITATIONS OF THE STUDY 46

5.5 RECOMMENDATIONS FOR FURTHER STUDY 46

REFERENCES 47

APPENDIX 50

KISA ÖZET

Çalışanlar, bir kurumun ideal amaç ve hedeflerine ulaşması için hizmet sağlayan doğal kaynaklar veya varlıklardır. Çağdaş araştırmalar, çalışanların herhangi bir kuruluşun can damarı olduğunu göstermiştir. Bu nedenle, çalışanlara özen ve empati ile davranılması gerekir. Çalışan performansını iyileştirme arayışında motivasyon, şirketler tarafından şiddetle dikkate alınan bir faktör olmuştur (Owusu, 2012). Bu objektif teoriyi test etmek için araştırmacılar, motivasyonun çalışanların performansı üzerindeki etkilerini tespit etmek için bir çalışmaya başladılar. Araştırma hedeflerine ulaşmak için, araştırmacılar verileri tablolar ve çizelgeler yardımıyla topladı ve analiz etti. Elli iki (52) katılımcıdan oluşan bir örneklem büyüklüğü kullanıldı ve veri toplamak için anket kullanıldı. Veriler tanımlayıcı istatistikler kullanılarak analiz edildi. Araştırma, motivasyonun çalışanların performansı üzerinde yapıcı bir olumlu sonucu olduğunu ortaya çıkardı. Sonuçlar, Nabi ve diğerlerinin keşiflerini doğruladı. (2017). Soruşturma, kurulun, çalışanlara eşitlik duygusu vermek ve işyerinde daha yüksek performansı teşvik etmek için ödüllerin makul ve tarafsız bir şekilde hak eden çalışanlara verilmesini garanti etmesi gerektiğini önerdi.

Anahtar Kelimeler: Çalışan Performansı, Motivasyon

ABSTRACT

Employees are the natural resources or assets that provide their service for the accomplishment of the ideal objectives and targets of an institute. Contemporary studies have shown that employees are the life blood of any establishment. Therefore, employees need to be treated with care and empathy. In the pursuit to improve employee performance, motivation has been a factor keenly considered by companies (Owusu, 2012). To test this objective theory, the researcher embarked on a study to detect the impacts of motivation on employees' performance. To achieve the research objectives, the researcher gathered and analyzed data with the aid of tables and charts. A sample size of fifty-two (52) respondents were used and questionnaire was used to collect data. The data was analyzed using descriptive statistics. The investigation uncovered that there exists a constructive positive outcome of motivation on employees' performance. The outcomes affirmed the discoveries of Nabi et al. (2017). The investigation suggested that the board ought to guarantee that, rewards are reasonably and dispassionately given to deserving employees to give workers a sense of equity and stimulate higher performance at work.

Keywords: Employee's Performance, Motivation

LIST OF SYMBOLS

Y – Dependent Variable

X1 – Independent Variable

∑ - Sum

B1 – Coefficient Of Independent Variable

E – Error Term

ABBREVIATIONS.

Em – Employees

Mt – Motivation

P – Significant Value

Y – Employees Performance

X – Motivation

N – Sample Size

ACKNOWLEDGEMENTS

I wish to offer my thanks to Professor Dr. Faik Celik my supervisor for his valuable reactions and direction without which this paper would not have been finished. I also, with love and respect, offer special appreciation and recognition to my families and lecturers who contributed in countless ways to make my studies at Istanbul Okan Universitesi possible.

.

LIST OF FIGURES

Figure 2.2.1: Herzberg's Motivators and Hygiene Factors	8
Figure 2.2.2: Abraham Maslow Pyramid of needs	12
Figure 4.2.1: Gender	27
Figure 4.2.2: Age Distribution of Respondents	28
Figure 4.2.3: Level of Education…	29
Figure 4.2.4: Years of Service	30
Figure 4.2.5: Position of Respondents	31

LIST OF TABLES

Table 2.2.1: Herzberg's Two Factor Theory	7
Table 4.3.1 Motivational Package Available in the Hospital	23
Table 4.4.1 Employees Perception ofMotivation strategy	34
Table 4.4.2 Effect of motivation…	36
Table 4.5.1 Model Summary	38
Table 4.5.2 Anova	38
Table 4.5.3 Coefficients	39
Table 4.5.4 Correlations	40

CHAPTER 1 INTRODUCTION

1.1 Background of the Study

The relentless and continuous growth among companies in the global market has resulted in many businesses to seek various answers to get a strategic advantage over their rivals (Eyemba and Apau, 2020). Realities in the market like innovation, adaptation of different organizational models, product diversity, cost reduction policies and competitive pricing have compelled many companies to conform and adapt to this ever-changing competitive environment (Yukl, 2002; Eyemba & Apau, 2020).

According to Srivastava et al (2013), the center of focus to achieve a competitive edge over competitors in an industry is the performance of employees. For a business to achieve competitive advantage over its competitors, it must focus on improving the performance of its employees. A study conducted by Arefin et al (2015) affirmed that there exists a positive correlation between competitive advantage and employees' performance. According to their study, they emphasis that, the ability of an organization to get the best out of employees determines their ability to have a competitive advantage over their competitors (Yilmaz, 2011). Therefore, from the forgoing, it can be inferred that employees' performance is a key and vital factor that every business needs to achieve and improve to acquire large market share.

Employee's performance refers to the tasks expected of a worker and how well those tasks are achieved (Olusadum et al, 2018). Employee's performance is how well an employee execute his/ her duty assigned to him/her. Employee's performance is assessed through employees' performance appraisal. According to Antonioni (2009), an employee performance appraisal is the process of assessing and providing feedback on employee performance. Effective appraisal of employees' performance will help organizations to achieve set targets and goals.

However, effective appraisal without motivation factors will render employees' performance null (Nelson, 2013). In the pursuit to surge employee performance, motivation have been a factor keenly considered by companies (Owusu, 2012).

Employees of this era of business are considered as assets and must be treated as such in all areas pertaining to work (Olusadum et al, 2018). To achieve the vision of a company, employees must be in the right shape to execute their duties. Motivation refers to the act of influencing people with enticements to arouse a goal-oriented behavior in them (Nelson, 2013). Motivation is the psychological process that cause people to behave in a way that helps them to satisfy certain unsatisfied needs (Latham, 2011). Wairimu (2017) asserted that there are two main types of motivation that stimulate employees to behave in a particular way towards the goal of a business. These are intrinsic and extrinsic factors. Intrinsic motivation refers to behaviors that is cause by the desire to fulfill internal stimuli. Motivation to behave in a particular way arises from within the individual because it gives internal satisfaction (Lauby, 2005). Extrinsic motivation is the result of an activity performed, not for the good of its own, but rather for the outcomes related with it like compensation, advantages and working conditions (Mosley et al, 2012).

Studies conducted by Antonioni (2009) has identified that the extrinsic factors will lead to effective employees' performance. However, the absence of these factors will result in high employee turnover in the long run. Employee turnover refers to the percentage of workers who quit their jobs and are replaced by new employees. High employee turnover implies more workers are leaving the work. Some Business concerns have been known to encounter a high staff turnover in spite of offering better than expected pay rates (Aguinis, 2012). This irregularityin discoveries have come about numerous specialists looking to recognize the impact of motivation on performance in different ventures and areas. Base on the swearing off it has stir the premium of the researchers to look into impact of motivation on employees' performance in the Ghanaian setting.

1.2 Statement of the Problem

Employees are the individual human resource within the organization that provide their service for the accomplishment of the desire goals of the organization. The productive performance of an organization depends, to some extent, on the employees of the organization. According to Mosley et al (2012), employees of organizations are seen as the human resource asset of the organization. Lack of sustainable measures to motivate and maintain these employees in the organization will lead to high employee turnover. In

the present contemporary exceptionally serious worldwide market, organisations are continually constrained to hold their labor force (Deci, 2013). Profoundly talented, dependable, and experienced workers are a significant resource for an organisation. It is apparent that profoundly energetic employees are bound to have elite. As a result, insufficient and lack of motivating factors can cause these assets to seek for employment in different organization and this will result in employee turnover. Employee turnover alludes to the level of laborers who leave an organisation and are supplanted by new workers. High employee turnover means more employees are leaving the work than coming in and this is at the detriment of the organization. However, studies conducted by some researchers such Antonioni (2009) and Aguinis (2012) has resulted in inconsistency in identifying the effect of motivation on employees' performance. According to Antonioni (2009), there is a positive effect of motivation on employees' performance whiles the study of Aguinis (2012) asserted that not all motivation factors affect employees' performance positively. This inconsistency in studies has aroused the enthusiasm of the researcher to also to investigate the effect of motivation on employees' performance in the Ghanaian setting since most of research on the subject were conducted outside the Ghanaian setting.

1.3 Objectives of the Study

General Objective

The general objective of this study was to investigate the effect of motivation on employees' performance at Legon Hospital.

Specific Objectives

1. To explore the strategies used by management of Legon Hospital to motivate employees.
2. To assess employees' perception of the motivational strategies used by the Hospital.
3. To establish the effect of motivation strategies on the performance of the employees.
4. To examine the challenges involved in implementing the motivational strategies.

1.4 Research Questions

1. What are the factors used by management of Legon Hospital to motivate employees?
2. What are employees' perceptions of the motivational strategies used by the Hospital?
3. What is the effect of motivation strategy on the employees' performance?
4. What are the challenges involved in implementing the motivational strategies?

1.5 Significance of the Study

Majority of organizations depend on employees' performance for their long-term survival and achievement of competitive advantage over their competitors. Therefore, this research seeks to show how essential motivation is to organizations to build high organizational success. The discoveries of the study will profit the administration of Legon Hospital to carry out and upgrade programs that can rouse their workers and further develop performance. The study will add to the current assortment of information on the impact of motivation on employees. The discoveries of the investigation will help researchers and specialists to recognize the kind of motivation factor that cause workers to perform successfully. It will likewise help future researchers who will conduct studies on the effect of motivation and performance. The study would assist Legon Hospital management to be more educated on what practices are best in propelling their workers.

1.6 Scope and Limitation

This study covered the motivation strategies used by Legon Hospital and how this motivational strategy can affect employees' performance to get the best out of the employees.

1.7 Definition of Terms

Employee's performance is how well an employee execute his/ her duty assigned to him/her.

Motivation is defined as the process of influencing people with incentives that cause them to act in desired ways.

1.8 Organization of the Study

The first chapter contains the background of the study, statement of the problem, research objectives, research questions, research theory, and significance of the study and organization of the study.

Chapter two covers the literature review, both theoretical and empirical literature. This chapter defines theories, concepts, and models in relation to our variables.

Chapter three details the methodology used for the study. The methodology contains the research design, population and sampling, research instrument, data collection and analysis procedure.

Chapter four covers data analysis and it presents data collected from the field and summarizes them via tables and graphs.

Chapter five outlines the findings, conclusion, and recommendations. Limitations of the study and area for further studies are also included in this chapter.

CHAPTER 2 LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviewed existing theoretical and empirical literature on the topic. The theoretical literature looked at the concept of motivation and its theories as well as various theories surrounding the concept of employees' performance.

2.2 THEORETICAL LITERATURE

2.2.1 Frederick Herzberg's Hygiene and Motivation Theory (1923-2000)

The Herzberg hygiene and motivation factor theory were developed by a clinical psychologist known as Frederick Herzberg. Frederick Herzberg was known for advocating job enrichment and the Motivator-Hygiene theory. Herzberg's theory, also known as the Two-Factor Theory encapsulates the Hygiene Factors and Motivation Factors. As per Herzberg theory, Hygiene factors are the extraneous conditions and factors that decide the fulfillment or disappointment level of employees (Guay et al., 2001).

Herzberg's theory expresses that, while negative Hygiene factors (like low compensation) cause work disappointment, positive Hygiene factors essentially fulfill fundamental worker needs yet apply no impact on motivation. He referred to factors leading to satisfaction as motivators and those factors leading to dissatisfaction as hygiene factors. He argued that these two factors that lead to either satisfaction or dissatisfaction are not the opposite of each other. Rather the opposite of satisfaction is 'no satisfaction' and that of dissatisfaction is 'no dissatisfaction'. Hygiene factors are significant in avoiding dissatisfaction but on their own would not provide satisfaction (Lebergott, 2002).

Due to different factors leading to either satisfaction or dissatisfaction per Herzberg's reasoning, they cannot be the opposite to each other. Hygiene factors tend to be physical needs or tangible in nature. They are not actually attached to the job and are external

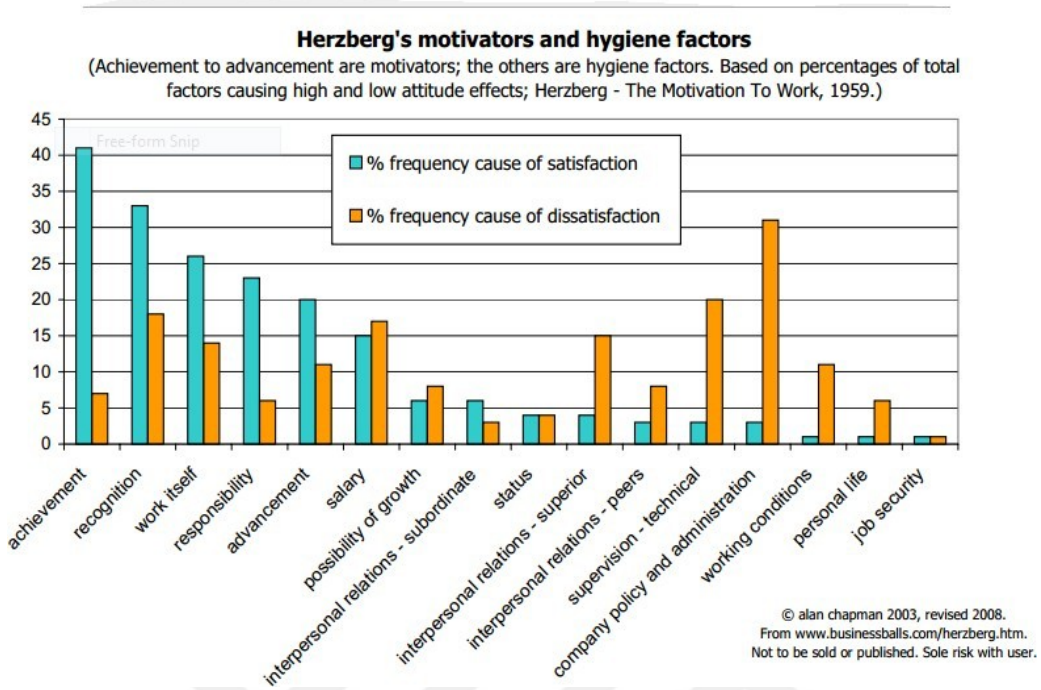
factors. Motivators on the other hand, are psychological needs and bother on how the individuals feel and what they seek to achieve. Herzberg tried to justify this by drawing the attention of his audiences to two different sets of human needs. They are psychological needs and physiological needs, like Maslow's Hierarchy of Needs. The Table below shows a classification of needs according to Herzberg's theory.

Table 2.2.1: Herzberg's Two Factor Theory

DISSATISFACTION	SATISFACTION
Company Policies	Achievement
Supervision	Recognition
Relationship with superiors	Job content
Salary	Advancement
Relationship with peers	Growth

Source: Misner, 2013

Based on this theory, it can be established that job satisfiers deal with factors involved in doing the job while dissatisfiers have to do with the job context. Herzberg's Hygiene Factors and Motivation Graph (Revised April, 2008) reveals that motivators including achievement, recognition, job content, advancement and growth, are the main causes of satisfaction whiles salaries are the factors responsible for dissatisfaction.



This information is displayed on Fig. 2.2.1.

Source: Alan Chapman, 2008

Herzberg is concerned with the well-being of people at work. His emphasis is on increasing humanity and care in the workplace (Chapman, 2016). Rather than developing theories for motivational tools he concentrated on how to handle people appropriately for the good of all people. He assumed that satisfaction will promote superior employee performance which is reflected in overall organizational performance.

Despite the clarity and how specific his theory is, it is also identified with the following criticisms:

- Extent of impact of the factors may differ by age, sex, social status, and education or occupation levels.
- Some factors can neither be classified under hygiene nor motivational. The influence from situations determines the classification.
- High motivation or performance is not automatically increased by job satisfaction (Netmba.com, 2016)
- Satisfaction is not comprehensively measured.

- The results of the study are likely to have been biased since the results had to be interpreted by the interviewers (Mullins, Christy & Scott, 2013).
- The theory's application is limited to manual workers (Mullins et al., 2013)

Herzberg's theory suggests that, adequate hygiene factors should be put in place to avoid employee dissatisfaction. Also, reward systems that will stimulate employees to work harder and better must be used to motivate them. Hence the skills and competencies of employees are to be fully utilized and higher levels of responsibility given to deserving and capable employees, the failure of which will result in demotivation.

2.2.2 Abraham Maslow's theory of needs

Abraham Harold Maslow was an American psychologist who was most popular for making Maslow's hierarchy of needs. The theory of mental wellbeing predicated on satisfying natural human requirements in need, finishing in self-realization. The theory proposes that people are convinced to fulfill fundamental necessities prior to continuing forward to additional created prerequisites. Maslow was out and out more enchanted by tracking down a couple of arrangements concerning what makes people glad and the things that they do to achieve that point. As a humanist, Maslow acknowledged that people need to act normally grasped, that is, to be whatever they can be. Reviewing a conclusive objective to achieve these senseless protests, in any case, interesting more significant necessities ought to be tended to, for instance, the fundamental for food, success,love, and sureness.

There are five particular levels of Maslow's chain of command of necessities. These requirements are;

- *Physiological Needs*

The essential physiological necessities are doubtlessly really clear. These consolidate the things that are basic to our endurance. A couple of models of the physiological requirements include: Sustenance, Water, Relaxing, food, shelter etc.

In the event that these necessities are not fulfilled the human body can't work ideally. Maslow considered physiological requirements the most significant as the wide range of various necessities become optional until these necessities are met.

Maslow accepted physiological ought to be the most essential of our necessities. In the event that someone is deficient in an excess, they're most likely going to endeavor to meet these physiological necessities first. For example, in the event that someone is unquestionably anxious, it's hard to focus in on whatever else other than food. Another outline of a physiological need would be the prerequisite for adequate rest

- *Security and Safety Needs*

As we move to the second level of Maslow's chain of significance of necessities, the prerequisites begin to twist up truly befuddling. At this level, the necessities for security and wellbeing end up central. Individuals need control and sales in their lives, so this essential for wellbeing and security adds all things considered to practices at this level. Maslow brought up that in grown-ups living in created countries, security needs are more evident in crisis circumstances (for example war and debacles), however this need can likewise disclose why we will in general incline toward the recognizable or why we do things like buy protection and add to a bank account. When a person's physiological necessities are fulfilled, the requirements for security and wellbeing become striking.

Individuals need to encounter request, consistency and control in their lives. These necessities can be satisfied by the family and society

- *Social Needs*

The social necessities in Maslow's chain of command of requirements join such things as love, affirmation and having a spot. At this level, the necessity for energetic organisations drives human direct. After physiological and security needs have been satisfied, the third degree of human requirements is social and includes sensations of belongingness. Belongingness alludes to a human psychological condition for relational connections, affiliating, connectedness, and being important for a gathering.

Instances of belongingness needs incorporate fellowship, closeness, trust, and acknowledgment, getting and giving love, and love.

After physiological and security needs have been satisfied, the third degree of human necessities is social and includes sensations of belongingness. Belongingness alludes to a human psychological condition for relational connections, affiliating, connectedness,

and being essential for a gathering. Instances of belongingness needs incorporate fellowship, closeness, trust, and acknowledgment, getting and giving love, and love.

- *Esteem Needs*

At the fourth level in Maslow's progressive system of necessities is the prerequisite for appreciation and respect. Right when the necessities at the last three levels have been fulfilled, the regard needs begin to expect a more recognizable occupation in convincing behavior. Maslow ordered regard needs into two classifications: (I) regard for oneself (pride, accomplishment, dominance, autonomy) and (ii) the craving for notoriety or regard from others (e.g., status, prestige). Maslow demonstrated that the requirement for regard or notoriety is generally significant for kids and young people and goes before genuine confidence or nobility. In any case, when their regard needs are not met, they may encounter what analyst Alfred Adler called "sensations of inadequacy."

- *Self-Actualization Needs*

Self-actualization alludes to feeling satisfied, or feeling that we are satisfying our latent capacity. One interesting element of self-realization is that it appears to be unique for everybody. For one individual, self-completion may include helping other people; for someone else, it may include accomplishments in an imaginative or innovative field. People may see or zero in on this need explicitly. For instance, one individual may want to turn into an optimal parent. In another, the longing might be communicated monetarily, scholastically or physically. For other people, it very well might be communicated innovatively, in works of art, pictures, or creations.

Criticisms of Maslow's Hierarchy of Needs

Maslow's theory has wound up being ridiculously remarkable both all through frontal cortex science. The fields of direction and business have been especially influenced by the theory. While remarkable, Maslow's idea has not been without analysis.

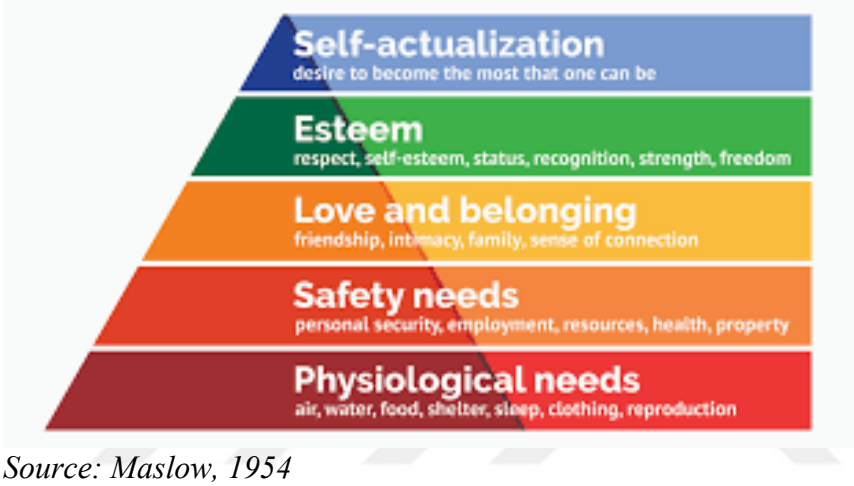
- *Needs Do Not Necessarily Follow a Hierarchy*

While some investigation exhibited some assistance for Maslow's hypotheses, most study has not had the ability to validate the chance of a necessities chain of significance. Wahba and Bridwell itemized that there was minimal confirmation for Maslow's situating of

these necessities and surprisingly less verification that these prerequisites are in a different evened out organize.

- *The Theory is Difficult to Test*

Different reactions of Maslow's theory take note of that his meaning of self-completion is hard to test experimentally. His study on self-completion was additionally founded on an exceptionally constrained example of people, including individuals he knew and memoirs of renowned people that Maslow accepted to act naturally realized.



Source: Maslow, 1954
Figure 2.2.2: Abraham Maslow Pyramid of needs

2.2.3 Forms of Motivation

For every affiliation working in Ghana, more noticeable undertakings are required by the organization to work all good of their agents' show, and in like manner, contributing toward legitimate productivity (Appiah, 2011). Convincing issues in both public and private regions may show themselves according to different viewpoints, yet ordinary appearances join nonattendance of consideration to customers; delay and non-appearance; defenseless communication quality like failure to coordinate proper assessments concerning customer protests and powerlessness to deal with customers helpfully (Franco, Bennett, Kanfer, Stubblebine, 2004; Üçüncü, 2016). Be that as it may, public and private region performance, and in this way, advantage results, are on a very basic level subject to worker motivation (Martinez and Martineau, 1998). Various leveled performance is uncommonly work genuine and appropriately, organization quality, usefulness, and worth are in general directly interceded by workers' enthusiasm to invest

a concentrated energy to their task. This gathers that the presentation of individuals depends upon their abilities, HR and tries (Lazzear and Gibbs, 2009). In any case, prodding workers to give a fearless exertion at work is authentically not a basic endeavor for both private and public region bosses to do. This is because these bosses should know factors that could be used to prod workers to give a courageous exertion or to lock in (Stum, 2001). Despite the difficulties, motivation researchers agree that motivation is what drives human direct. Along these lines, it is sensible for relationship to know how it is made and how it might be supervised, so it prompts the best lead.

Motivation is characterized as impacting individuals with impetuses that cause them to act in a desire way (Unsar, 2011). Inspiration is likewise depicted as the method involved with exciting and supporting objective coordinated conduct in workers (Nelson, 2013). Motivation is the mental interaction that guides an individual to act and respond such that assists them with satisfying certain unfulfilled necessities (Latham, 2011). Inspiration is the thing that gives the improvements and bearing towards which employees can execute their obligations (Lauby, 2005). According to Wairimu (2017), there are two main types of motivation that stimulate employees to behave in a particular way towards the goal of a business. These are intrinsic and extrinsic factors.

- Extrinsic Factor

Mosley et al (2012) portray extrinsic factor as the conduct performed, not for the wellbeing of its own, but rather for the outcomes related with it like compensation, advantages and working conditions. Extraneous components utilize their effect according to an outside viewpoint (i.e., they are environmental, social, or related to lifestyle). Outward factors can sizably influence a singular's prosperity and can impact clinical dynamic. Outward factors as an arrangement can be to some degree extensive, notwithstanding the way that medication specialists will overall be for the most part stressed over a subset that consolidates diet, orderly medication use, and smoking penchants. Studies drove by Antonioni (2009) has recognized that the extraneous elements will incite suitable employees' exhibition. Outward factor happens when we are persuaded to play out a direct or participate in a movement to get a value or keep away from discipline. Perspectives of practices that are the aftereffect of outward inspiration

include: Contemplating in light of the fact that you need to get a decent appraisal, battling in a test to win an honor. In these models, the direct is persuaded by a longing to get a value or keep away from an unfavorable result. Individuals are participating in a direct not by ethicalness of they like it or on the grounds that they accept that it's wonderful, yet to get something accordingly or avoid something upsetting.

- Intrinsic Factors

As indicated by Wairimu (2017), intrinsic factors build from playing out the actual assignment, and may incorporate the fulfillment of achievement or a feeling of impact, getting good acknowledgment, appreciation, a pride and meeting the test. Intrinsic factors include participating in a conduct since it is specifically fulfilling; basically, playing out an action for the wellbeing of its own as opposed to the longing for some outer prize. Intrinsic factors incorporate the hereditary, physiological, and obsessive qualities of a person; at the end of the day, these are characteristics that are "inborn" to an individual instead of being dictated by that individual's current circumstance. Inherent components are fundamental to the developing fields of pharmacogenetics, pharmacogenomics, and customized medication.

2.2.4 Adams' equity theory

Propounded by Stacy Adams, theory brings up that a employee who sees imbalance in their prizes tries to reestablish value. The theory underlines value in pay design of worker compensation. Employees' view of how they are being treated by their firm is of prime significance to them; individuals need to be dealt with genuinely in their prizes, yet additionally in such regions as get-aways, work task and punishments allotted.

As per Mathis and Jackson, value is characterized as the see decency of what the individual does (inputs) contrasted and what the individual gets (results). Data sources are what an individual brings to the organisation which incorporates instructive level, age, insight, performance and different abilities or exertion. The results an individual gets incorporate compensation, benefits, acknowledgment, accomplishment, glory, and some other prizes. The result can be either substantial (like financial advantage) or theoretical (inward rewards like accomplishment).

One view of equity theory research suggests that if an employee is under rewarded (more inputs than outcomes); the employee will tend to reduce his or her inputs. Possible reactions to such situations include, attempting to get compensation raised, quitting the job for a more equitable one or reducing performance. However, if outcomes exceed inputs, a person may attempt to resolve being over rewarded by putting in more effort. If one feels that they receive more rewards than deserved, they might work harder to justify the "overpayment".

The above explains that employees in an organization do not only look out for money or good working conditions, but seeking a balance, compare situations in the market and among the organization's competitors by benchmarking. This comparison helps the employees to give off their best since they are likely to attain equilibrium as compared to their colleagues in the same or other sectors.

2.2.5 Alderfer's ERG Theory of Motivation

Aldefer, (1969), places that, his reality relatedness development theory is an expansion of Maslow's theory of inspiration. Alderfer hypothesizes that, there is a qualification between lower level requirements and more significant level necessities and that requirements are significant affectations of worker inspiration in organisations. Alderfer recommend three classes of requirements exist: Existence (E), Relatedness (R) and Growth (G) - consequently the ERG theory. As per him there are 3 gatherings of center requirements. The presence bunch is concerned primarily with giving essential material presence. The subsequent gathering is the people need to keep up with relational relationship with different individuals in the gathering. The last gathering is the characteristic craving to develop a lot by and by.

2.2.6 Process Theories

Though the substance hypotheses focus on the subject of 'what' inspires, the interaction speculations address a greater amount of the issues identifying with how the cycle functions and supports itself over the long run. Cycle theory then again is otherwise called

intellectual theory since it is worried about individuals' view of their workplace, the manners by which they decipher and comprehend. Intellectual theory can positively be more valuable to chiefs than need theory since it gives a more sensible direction on inspiration strategies (Armstrong, 2006). The cycle speculations are: Expectancy Theory, Equity Theory and Goal Theory.

2.2.7 Expectancy Theory

Victor Vroom has been credited with fostering the primary complete anticipation model. His model depends on four presumptions. The principal supposition that will be that individuals get organisations together with assumptions regarding their requirements, inspirations and past encounters. As per Hansen (2011), this impacts how people respond to the organisation. The subsequent supposition that will be that a person's conduct is because of cognizant decision. In light of this suspicion Hansen says that, individuals are allowed to pick those practices recommended by their own anticipation computations. The third supposition that will be that individuals need various things from the organisation. As per Hansen, things individuals need from an organisation incorporate great compensation, employer stability, headway and challenge. The fourth and last supposition identifying with Victor Vroom's hope theory is that individuals will pick among options to upgrade results for them by and by. As per Hansen, the hope model has four key components dependent on these four presumptions. These components incorporate results, hope, instrumentality, and valence. Results can be portrayed as the final products of certain work practices and characters. Anticipation then again alludes to the strength of conviction that work related exertion will bring about a specific performance level. Instrumentality can just be portrayed as the exhibition and prizes. Valence is portrayed as the strength of a employee's inclination for a specific result or award (Hansen 2011).

Concerning the Porter - Lawler model, it is only an augmentation to what Victor Vroom had before said with respect to the primary complete hope theory he propounded. The model tries to address the components that impact a worker's exhibition and fulfillment (Hansen 2011). As indicated by Hansen (2011), "For a long time, conduct researchers accepted that fulfillment prompted performance and this causal relationship can be

followed to the human relations time" (p102). Watchman and Lawler have changed this idea achieved by human relationists' into saying that exhibition really prompts fulfillment. They accept that the normal variable between both performance and fulfillment is rewards. This is to say that, if employees complete a great job the resultant factor is a prize, which will ultimately prompt fulfillment (Hansen 2011).

Inspiration power = hope × instrumentality × valence

2.2.8 Employee's Performance

Performance of the employee is considered as what a delegate does and what he doesn't do (Appiah, 2011). Specialist performance incorporates quality and measure of yield, presence at work, accommodative and strong nature and advantageousness of yield. As shown by the delayed consequences of the investigation coordinated by Yang (2008) on solitary performance showed that presentation of individuals can't be checked. Basically he proclaims that affiliations can use direct rewards and rewards subject to solitary performance if delegate performance is noticeable (Yang, 2008). As per Yang (2008), Bishop (1987) analyzed specialist performance and uncovered that confirmation and affirmation and grant of performance of delegates direct the isolation between laborer handiness. Great and proficiency of laborers is significantly influenced by the ampleness of performance of an affiliation and its honor the board structure (Yazıcı, 2008).

To satisfy customers, firms do a ton of effort yet don't zero in on satisfying specialists. However, the reality of the situation is that customer would not be satisfied until and with the exception of in case agents are satisfied. Since, in the event that agents are satisfied, they will achieve more work as such finally customers will be satisfied (Ahmad, 2012). Laborer performance is truly affected by motivation since, in such a case that agents are prodded then they will handle work with more effort and by which performance will ultimately improve (Azar and Shafighi, 2013).

2.2.9 Ethical Issues

Research Ethics alludes to the virtues that fill in as an aide in leading a study (Economic and Social Research Council (ESRC), 2004). Ethics in research show specialists the

correct way to take especially with regards to assortment of information. In an investigation where respondents are people, regard their protection and treat any data they give extremely private. As indicated by Folkman (2012) security alludes to an individual's advantage to control how others gain admittance
to data about that person though classification alludes to one side of a researcher to save data individuals offer out to them.

Moreover, inferable from the meaning of ethical issues in research, the American Sociological Association (ASA) dispersed in 1971, the overall population's code of ethics, which was refreshed in 1997.
It fused the going with central norms:

1. Respect the subject's all things considered right to assurance and regard layout
2. Preserve security
3. Search for instructed consent when data are assembled from research individuals

Taking into account these moral guidelines, participation will be conscious. Besides, a fundamental explanation will be given on the review, highlighting the expert's experience, what's new with the assessment and the characterized treatment of information gave.

2.3 EMPIRICAL LITERATURE REVIEW

Osei, Mensah-Yawson and Gorman (2012), in an evaluative study on compensation packages in public sector institutions in Ghana found that base pay, overtime pay, bonuses at workplace, profit sharing, housing allowance, insurance issues, vacation/leave, retirement package, and tax rebate had positive effect on employee performance.

Nabi et al (2017) conducted an investigation on the Impact of Motivation on Employee Performance: A Case Study of Karmasangsthan Bank Limited, Bangladesh. Their outcomes acquired demonstrate that in case workers are decidedly persuaded, it works on both their viability and effectiveness definitely for accomplishing authoritative objectives.

Wairimu (2017) directed investigation on impact of inspiration on worker performance: an instance of Pam Golding Properties Limited, Nairobi. The investigation uncovered that the administration of Pam Golding Properties to some degree utilized inspirational objective setting to persuade their workers.

Afull-Broni (2012), in his investigation on connection among inspiration and occupation performance at the University of Mines and Technology (UMAT), Tarkwa, Ghana, tracked down that low month to month compensations and the overall absence of inspiration were the main considerations that decreased resolve for superior at the college

As per Chandrasekar (2011), in an investigation on workplace and its effect on authoritative performance in open area organisations, the work environment climate impacts employee resolve, performance and commitment. The investigation further showed that the nature of the employee's work environment climate generally affected their degree of inspiration and ensuing performance.

Asare and Adamtey (2011) also posited that for any organization to achieve its aspirations of business sustainability and continuity, be viably competitive, and attract and maintain the best caliber of the available human capital, attention must be given to workplace

conditions or factors and the work itself by creating a performance enhancing-environment in the organization.

To achieve high levels of employee performance, organization must ensure that the physical environment is conducive enough to facilitate interaction and privacy (where necessary).

Consequently, the environment is a device that can help improve both business results and employee well-being (Huang, Robertson & Chang. 2004). While the sufficiency of offices is basic to producing more prominent employee responsibility and performance, working conditions has demonstrated to influence worker's aims to remain with the organisation, (Weiss, 1999) just as levels of occupation fulfillment and the view of decency of pay (Bockerman and Ilmakunnas, 2006).

In an evaluation facilitated by Appiah (2011) to pick the impact of inspiration on clinical staff performance in the flourishing organisations of Ghana with a model size of 200 clinical staff from Komfo Anokye Teaching Hospital, KUMASI. The evaluation was facilitated utilizing an exploratory enthusiastic. From the disclosures, the alluring system saw was at the individual level and included, free solace, free versatile credits, free dinners, study leave, fuel reward, Car upkeep settlement and yearly rewards. The inspiring packs were deficient with 64% of clinical staff all around confounded and this related with the unsuitably low performance of staff as clarified from the social affairs with the board and patients, along these lines showing the inadequacy of KATH inspiration procedure.

Also, an evaluation facilitated by Amoabea (2013) to survey the relationship among inspiration and expert performance in the private and general thriving area, with a model size of (82) respondents, (55) from Manhyia District Hospital and (27) from Quality Health Care Hospital utilizing quantitative strategies. It was tracked down that, 94.4% of the agents in the public place and 96.6% of the experts in the private emergency office become more fulfilled and important when they are all through persuaded. This evaluation displays a positive relationship among inspiration and occupation performance. The evaluation further uncovered that, cash is which beginning comes into the psyche of laborers when inspiration is meandered aimlessly about. Fundamentally, an evaluation was driven by Akah (2010) on "Specialist Motivation and performance". The

evaluation saw how best delegates can be goaded to accomplish high worth inside a connection. The appraisal pondered that managers and business visionaries are to guarantee that pre-arranged work power were chosen and enough goaded to be phenomenally useful.

Study by Khalid, Salim and Loke (2011) to separate the effects of remunerations and inspiration on work performance among public and private water utility relationship in Malaysia, they found that inspiration influence worker work performance emphatically. The assessment further uncovered that giving standard worker insistence, associating with delegates, offering above industry average advantages, pay capable strength, opportunity for development, open to working conditions, accomplishment and progress are a piece of the parts that lead to specialist performance.

In research composed by Azeem and Asif (2009) on the impact of work inspiration on work performance in reduced media transmission organisation relationship of Pakistan' with a model size of sixty (60) respondents utilizing affiliation method. The appraisal found that, there is powerless positive relationship between work inspiration and occupation performance. They deduced that if specialists in the flexible telecom are especially pushed, they will be essentially fulfilled and significant.

An evaluation composed by Ocran (2010) on "Inspiration for Job performance. Case: Building and Road Research Institute (BRRI), Ghana". Quantitative appraisal as investigation approach was taken on for the assessment. The results of the appraisal made different divulgences on needs during the time spent blending workers for better in BRRI. It uncovered those sections, for example, enabling employees and recollecting that them for dynamic expected a colossal part in driving workers to be essentially useful.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the methods that were used in carrying out the study. It addresses issues concerning our research design, target population, sample size, sampling technique, data collection and administration procedures.

3.1 RESEARCH DESIGN

Research design alludes to the general technique that the researcher picks, to absorb the assorted parts of the investigation in a sound and legitimate manner, accordingly, guaranteeing that the researcher will viably address the study issue (Vaus, 2016). Research design comprises the plan for the assortment, estimation, and investigation of data (Williams, 2006). Research design alludes to the arrangement or methodology as per which the investigation is attempted. With the end goal of this study, the illustrative contextual investigation approach was utilized. This plan was picked on the grounds that the researcher's primary target was to distinguish and depict the variables that impact employees to performance better in an organization.

3.2 POPULATION AND SAMPLING

3.2.1 Population

A research population is for the most part an enormous assortment of people or items that are the focal point of a logical inquiry (Oskar, 2015). A populace is the bigger gathering from which testing components are attracted and to which discoveries can be summed up. The populace incorporates every one of the components that make up the unit of investigation (Terre-Blanche, 2006). Thusly, for this investigation, overall public was workers of Legon Hospital in Ghana. The quantity of employees at Legon Hospital is assessed to be around 200.

3.2.2 Sampling Size

In research terms, a sample is a gathering of individuals, articles, or things that are taken from a bigger populace for estimation. Testing alludes to the method that empowers the specialist to decrease the measure of information from a subgroup as opposed to every conceivable case or components. In this investigation, (52) respondents were chosen. They were comprised of (27) medical attendants, ten (10) specialists, fifteen (15) regulatory staff

3.2.3 Sampling Technique

The sampling technique that was used for the study was the convenience sampling technique. Convenience sampling is a method of choosing a group of people from a population based on their accessibility (Saunder et al, 2012). This technique was most appropriate for the study because of the nature of this work environment. In the hospital, all the staff appeared busy and had very little time to spare. The respondents who volunteered to take part did that during their rest periods or after closing.

3.3 DATA COLLECTION INSTRUMENTS

Research instruments are estimation devices (for instance, surveys or talks with) intended to get information on a subject of interest from research subjects. Instrumentation alludes to the devices or means by which researchers endeavor to quantify factors or things of interest in the information assortment measure (Wallen et al., 2000). The investigation instrument that was utilized for the investigation was the poll. This technique for information assortment enjoyed the benefit of minimal expense; was demonstrated to be liberated from inclination of the questioner; and gave the respondents sufficient opportunity to offer very much idea responses. It considers enormous examples to be utilized, subsequently making the outcomes more trustworthy and solid (Kothari, 2008). The questionnaire contained both structured and semi-structured questions. The questionnaire was adopted from the works of Jeffery and Scott (2015) and adapted to fit the Ghanaian setting. To obtain much detail and cater for the variety of responses the questionnaire was developed into four sections with Section A requiring personal details

(demographics), Section B capturing data on available motivational packages in the Hospital and Section C containing questions relating to employees' perception on motivation. Also, there was Section D which captured data on employee performance and Section E which contained questions relating to challenges with motivational packages in the hospital. The items in sections C and D were assessed using the five (5) point Likert scale (5= very good 4= good, 3= neutral, 2= fair 1= poor).

3.4 ADMINISTRATIVE PROCEDURES

Since the researcher was out of the country and due to the current pandemic restricting movement, the researcher employed people to help in the distribution of the questionnaires in Ghana and also an online questionnaire was allotted to the staff who decided to fill it online. The researcher submitted a letter to management of the hospital seeking permission to collect data from the institution. The questionnaire was distributed with the help of an officer in the Human Resource Department, to staff who were willing to take part in the study. Some declined to be part giving lack of time as their main reason. In all, it took one week to collect the completed questionnaires from the respondents.

3.5 DATA ANALYSIS

The Statistical Package for Social Sciences (SPSS) software was used to run the analysis concerning the research. Descriptive statistics was used to analyze data regarding demographic characteristics of the respondents and the responses on motivation and employees' performance. The results were presented using frequency tables, graphs, and charts.

In setting up the impact of inspiration on employees' exhibition relapse method was utilized. Relapse investigation is a type of prescient demonstrating method which explores the connection between a reliant and free factor. This strategy is utilized for determining, time series displaying and tracking down the causal impact connection between the factors. Concerning the relapse, a direct condition model will be utilized, which is $Y= C + \sum B1X1 + E$. Where Y will be the reliant variable (employees'

presentation), C the consistent, B1 the coefficients of inspiration; X1 will be inspiration, E will be the mistake term.

CHAPTER 4 RESULTS AND DISCUSSION

4.1 INTRODUCTION

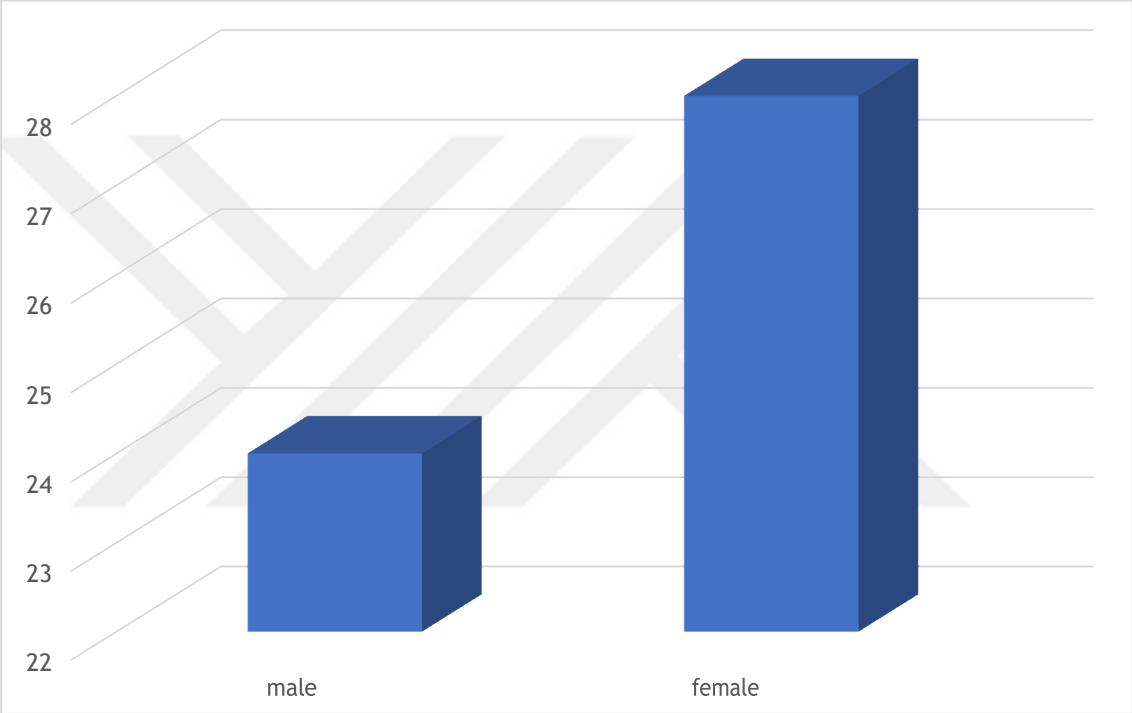
This chapter presents the results of the study and discusses the findings by comparing them to existing literature. The chapter is structured in line with the objectives of the study. It starts with the demographic profiles of the respondents, followed by motivational strategies used by management of Legon Hospital, the respondents' perception of these strategies and then the effects of the strategies on employee performance. It ends with the challenges involved in implementing the motivational strategies.

4.2 DEMOGRAPHIC PROFILE OF RESPONDENTS

The researcher selected the sample based on targeted units using the non-probability sampling method, specifically the convenience sampling technique. Therefore, this aspect covers personal information of the respondents which include gender, age, highest level of education, years of services and position.

4.2.1 Gender of respondents

The study sought to ascertain the distribution of the respondents by gender. The study findings indicated that twenty-four (24) of the respondents were males while twenty-eight (28) were females. This fundamentally implies that the staff of Legon Hospital is dominated by the female gender. These details are shown in Fig. 4.1.

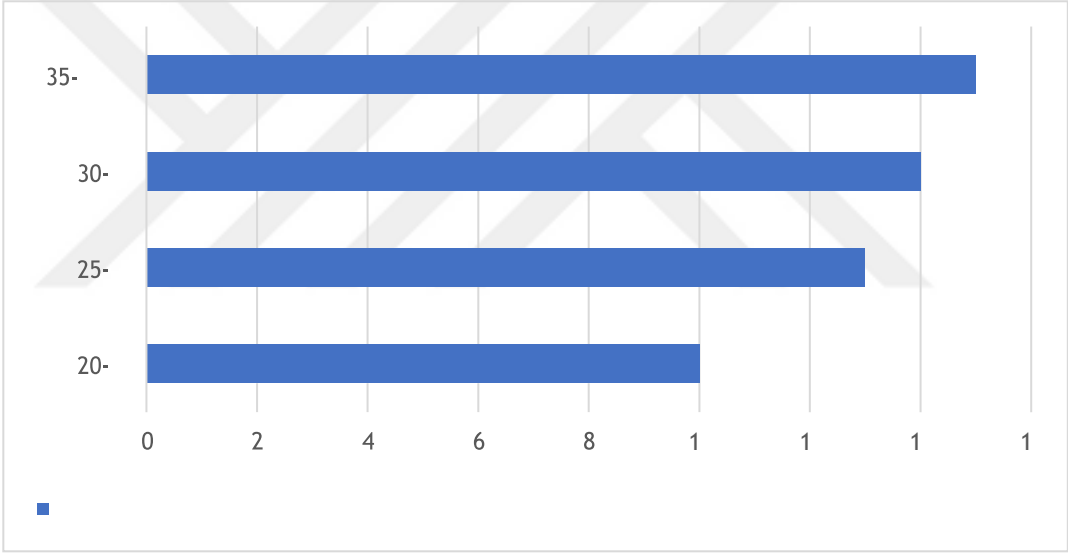


Source: Field Data May 2021

Figure 4.2.1 Gender of Respondents

4.2.2 Age distribution of respondents

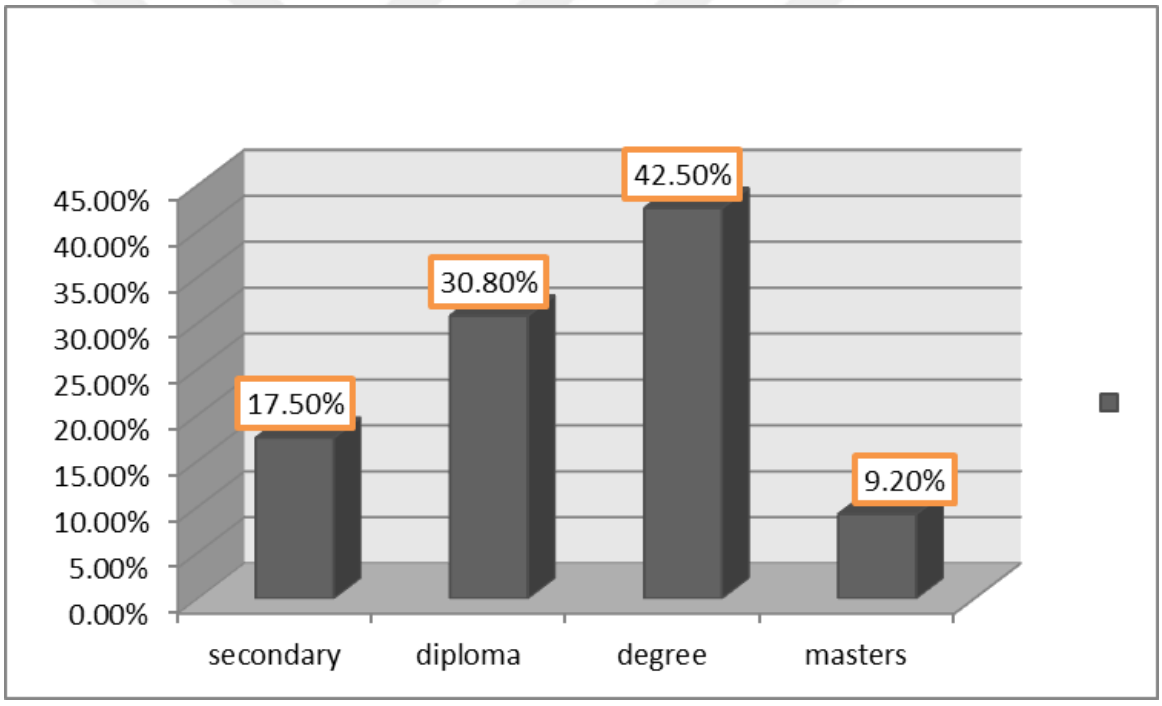
Figure 4.2.2 displays the age distribution of the employees of Legon Hospital. The study indicated that ten (10) employees were within the range of 20 – 24years, thirteen (13) of them fall within 25- 29years, fourteen (14) of them were between 30 – 34years. Lastly, fifteen (15) of the employees were 35 years and above. This indicates that management of the Hospital employ normal distribution in terms of employment of the various age groups, this will give the young and vibrant staff ample opportunity to learn from the age before they retire and have the skills to run the affairs of the organization.



Source: Field Data May 2021
Figure 4.2.2 Age of Respondents

4.2.3 Level of Education of respondents

With regard to the educational qualifications of the fifty-two respondents, the results revealed that, nine (9) representing 17.50 % of them were high school graduates, sixteen (16) representing 30.80% of the respondents were Diploma holders, twenty-two (22) representing 42.50% were First Degree holders, while five (5) representing 9.20 % were Master's Degree holders. The educational profile of the respondents indicated that they were in good position to appreciate the issues addressed and make relevant input to the study.

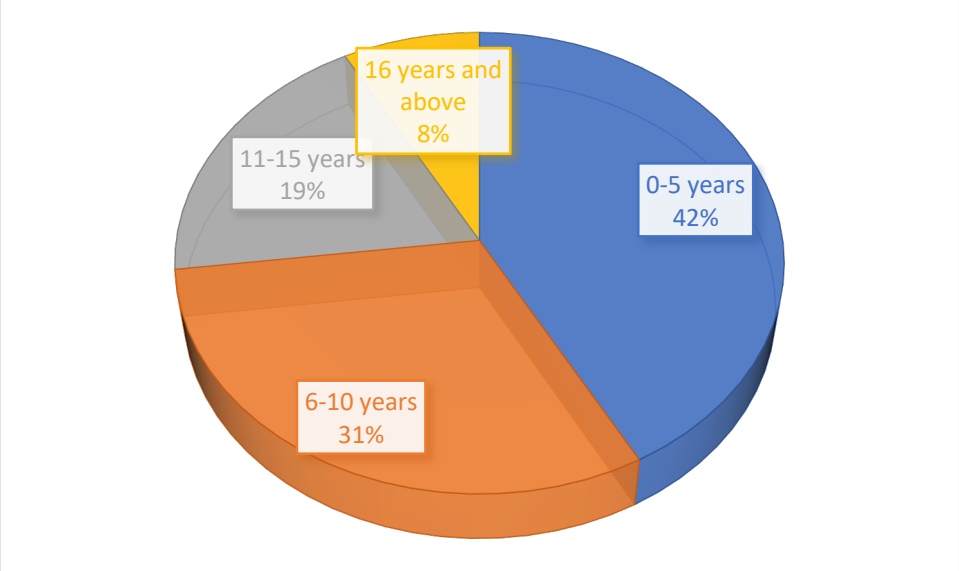


Source: Field Data May 2021

Figure 4.2.3 Highest Level of Education

4.2.4 Years of service of respondents

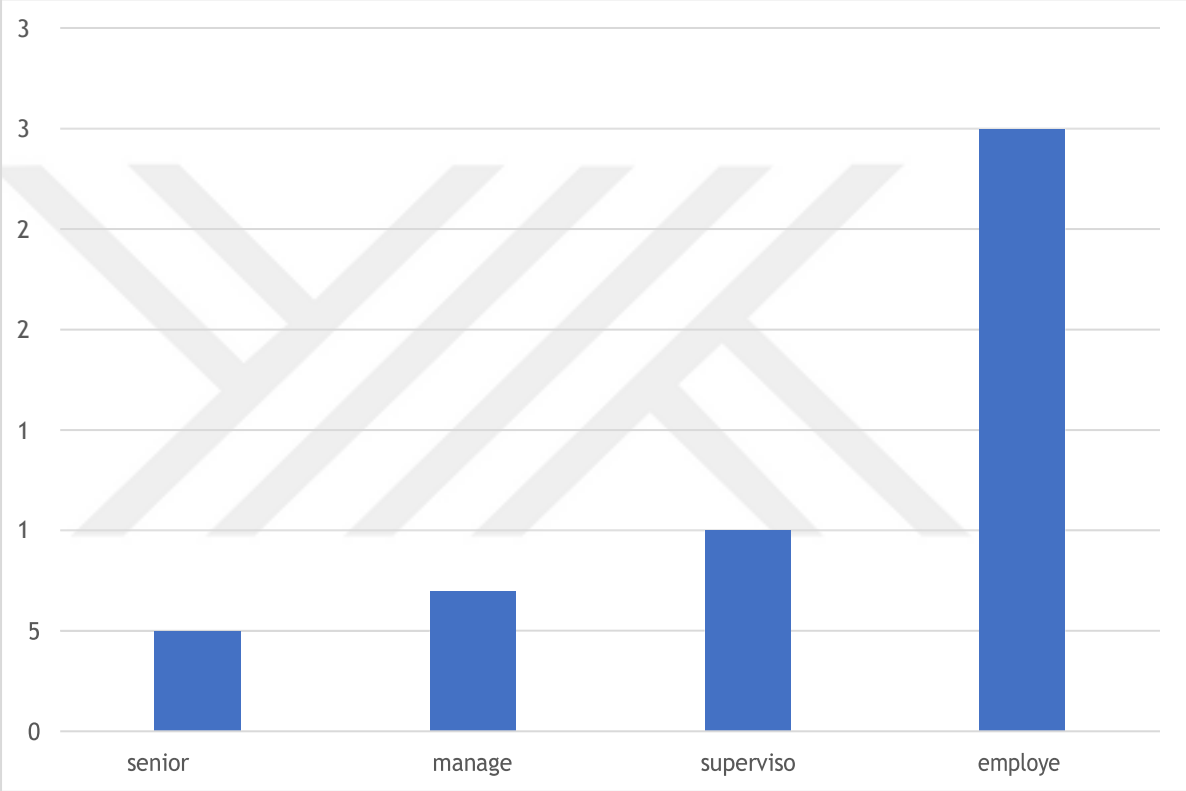
The study also sought to determine the distribution of the respondents by the number of years they have served in the organization. The results of the study are shown in Figure 4.5. The study established that forty-two percent (42%) out of the seventy (52) respondents have worked with the organization for (1-5years), thirty-one percent (31%) of the respondents have worked with the organization for (6-10years), nineteen percent (19%) of them fall within (11-15years) and eight percent (8%) of them have served for (16years and above). This clearly implies that the respondents used for the study were experienced and knowledgeable enough to comprehend the research questions. These details are shown on Fig. 4.2.4.



Source: Field Data May 2021
Figure 4.2.4 Years of Service

4.2.5 Position of Respondents

The study also sought to determine the distribution of the respondents by the position they hold in the organization. The results of the study can be found in Figure 4.2.5. The data shows there can be identified that five of the respondents who filled the questionnaire were senior managers, seven of the respondents were managers, ten were supervisors and thirty were employees.



Source: Field Data May 2021
Figure 4.2.5 Position of Respondents

4.3 OBJECTIVE 1: MOTIVATIONAL PACKAGES AVAILABLE AT LEGON HOSPITAL

The respondents identified the motivational packages provided by Legon Hospital to its employees. These packages are shown on Table 4.6.

Table 4.3.1 Motivational Packages Available at Legon Hospital

No.	Statements	Yes
1	Salary	✓
2	Allowances Eg. Transport, rent, etc	✓
3	Bonuses	✓
4	Sponsorship for further studies	✓
5	Promotion	✓
6	Recognition	✓
7	Conducive office environment	✓
8	Job security	✓

Source: Field Data May 2021

The responses in Table 1 show that all the motivational packages were used by authorities of Legon Hospital to encourage their employees to perform better. The packages are described below:

Description of the motivational packages

1. Salary

A salary is the regular payment by an employer to an employee for employment that is expressed either monthly or annually, but is paid most monthly, especially to employees. From the table above, it was identified that all the fifty-two respondents indicated that the Hospital pay them their salaries.

2. Allowances

It was identified from an interview that the hospital provided it employees with rent and transportation allowance. Rent and transportation allowance refers to the funds given to employees in compensation for lack of transportation and accommodation facilities on the side of the hospital. Thirty-five respondents out of the entire fifty-two respondents

used for the study indicated that the Hospital provide them with transportation and rent allowance.

3. Bonuses

Fifty-two indicated that the Hospital provide them with Bonuses. A bonus is extra money that an employee receives on top of his or her wages or salary. From the interview with some of the employees, it was identified that bonus was given to the employees at the end of year base on employees' performance.

4. Sponsorship

Sponsorship refers to grants and funds given to employees to aid them in pursuing or furthering their study. Some of the employees asserted that the hospital provides funds to aid employees to further their education. From the table it can be identified that 38.5% of the respondents indicated that they enjoy sponsorship from the hospital to pursue higher studies.

5. Promotion

Promotion refers to increase in position and salary as a result of good performance or length of service in an organization. With regards to promotion, all the respondents indicated that they enjoy promotion package from the hospital.

6. Recognition

Recognition refers to how employees are noticed and appreciated for the effort they provide. From data gathering it was identified that 69% of the respondents asserted that they receive recognition for the effort they provide.

7. Conducive office environment

One key factor that makes employees performance effect is the environment where they work. 86.5% of the respondents opined that the hospital is a conducive office environment.

8. Job Security

Finally, with regards to job security, Job security is the information that you will actually want to keep your work, regardless ends up influencing your manager's business. From data gathered, was identified that 77% of the respondents indicated that their jobs are secured.

4.4 OBJECTIVE 2: EMPLOYEES PERCEPTION ON MOTIVATION STRATEGIES

The second objective of the study sought to find out how employees perceived the individual motivational strategies in terms of how well they were delivered. The results are displayed on Table 2 below.

Table 4.4.1 Employees Perception of Motivation strategy.

No. 1	Statements	Very Good	Good	Neutral	Fair	Poor
1	Your salary and other remuneration arrive on time	12(23.1%)	16(30.7%)	10(19.2)	9(17.3%)	5 (9.6%)
2	There is fairness regarding allowances, bonuses, and other incentives	2(3.8%)	4(7.7%)	6(11.5%)	16(30.7%)	24(46.1%)
3	You are comfortable with the payment package of this hospital	3(5.8%)	10(19.2%)	20(38.5%)	15(28.8%)	4(7.7)
4	You are provided with medical or health related assistance	25(48.1%)	20(38.5%)	7(13.5%)		
5	Incentives provided are satisfactory	3(5.8%)	17(32.7%)	20(38.5%)	12(23.1%)	
6	There is fairness regarding your annual leave arrangement.	6(11.55)	17(32.7%)	11(21.2%)	14(26.9%)	4(7.7%)
7	Management effectively balances people's problems and work challenges		7(13.5%)	12(23.15)	17(32.7%)	16(30.8%)
8	You feel a sense of satisfaction in your workplace		22(42.3%)	17(32.7%)	13(25.0%)	
9	Management runs people- oriented organization	10(19.2%)	11(21.2%)	20(38.5%)	11(21.2%)	

10	You take pride in your work environment.	15(28.8%)	17(32.7 %)	13(25.0%)	7(13.5%)	

Source: Field Data May 2021

The study sought to determine whether the salaries and remunerations of the employees arrive on time. From the table above it can be seen that 26.9% of the respondents asserted that the timing in terms of payment of salaries and other compensation was poor, 19.2% of the respondents were neutral, 53.8% of the respondents said timing for payment of salary was good.

With regards to fairness regarding allowance, bonuses and other incentives, 76.8% of the respondents asserted that there is poor distribution of allowances and other incentives, 11.5% of the respondents were neutral, 11.5% said it was good.

With regards to whether the respondents were comfortable with the payment package of the hospital, 39.5% of the respondents asserted that the payment package was poor, 38.5% of the respondents were neutral, 25% said it was good.

With regards to whether the employees are provided with medical or health related assistance, 13.5% of the respondents were neutral, 86.6% said it was good.

With regards to whether the Incentives provided to employees are satisfactory, 23.1% of the respondents asserted that incentives are satisfactory, 38.5% of the respondents were neutral, 38.5% said it was good.

With regards to whether there is fairness regarding annual leave arrangement, 34.6% of the respondents asserted that they were poor, 21.2% of the respondents were neutral, 38.7% said it is good.

With regards to whether Management effectively balances people's problems and work challenges, 63.5% of the respondents asserted that they are poor, 23.15% of the respondents were neutral and 13.5% pinned that it is good.

With regards to whether employees feel a sense of satisfaction in at workplace, 25.0% of the respondents asserted that they are fairly satisfied, 32.7% are neutral and 42.3% of the respondents it is good.

With regards to whether Management runs people-oriented organization, 21.2% of the respondents asserted that the system run by management is good, 38.5% are neutral, 40.4% asserted that the system is good.

With regards to whether employees take pride in their work environment, 13.5% of the respondents asserted that the work environment is fair, 25.0% are neutral, 61.5% asserted that it is good.

Table 4.4.2 Employee Performance

No.	Statements	Very Good	Good	Neutral	Fair	Poor
1	As an employee I meet all the formal performance requirements of the job	15(28.8%)	35(67.3%)	2(3.8%)		
2	I fulfill all responsibilities required by the job	21(40.4%)	23(44.2%)	8(15.4%)		
3	I often suggest new ideas for improvements		13(25.0%)	24(46.2%)	15(28.8%)	
4	I search out new working methods, techniques, or instruments.	7(15.5%)	25(48.1%)	7(13.5%)	13(25.0%)	
5	I seek approval for innovative ideas	12(23.1%)	22(42.3%)	12(23.1%)	1(1.9%)	5(9.6%)
6	I transform innovative ideas into useful applications	14(26.9%)	13(25.0%)	9(17.3%)	16(30.8%)	
7	I generate original solutions to problems	6(11.5%)	32(61.5%)	14(26.9%)		
8	I introduce innovative ideas in a systematic way	7(13.5%)	28(53.8%)	11(21.2%)	6(11.5%)	
9	I often evaluate the application of innovative ideas	14(26.9%)	23(44.2%)	6(11.5%)	4(7.7%)	5(9.6%)

Source: Field Data May 2021

From the Table 3, it can be identified that with regards to employees meeting all the formal performance requirements of the job, it was identified that 3.8% of the respondents were neutral, 96.2% said it is good.

With regards to fulfilling all responsibilities required by the job it was identified that 15.4% were neutral, 84.6% of the respondents pinned that they are good at fulfilling their responsibilities.

With regards to whether employees suggest new ideas for improvements, it was identified that 28.8% was poor, 46.2% of the respondents were neutral and 25.0% were good.

With regards to whether employees search out new working methods, techniques, or instruments it was identified that 25% were poor, 13.5% were neutral, 63.6% of the respondents were good at searching out new working methods, techniques, or instruments.

With regards to whether employees sought approval for innovative ideas it was identified that 11.5% were poor, 23.l% were neutral, 65.4% of the respondents good at seeking approval for innovative ideas.

With regards to whether employees transform innovative ideas into useful applications, it was identified that 30.8% were poor at it, 17.3% were neutral, 51.9% of the respondents were good at transforming innovative ideas into useful applications.

With regards to whether employees generate original solutions to problems, it was identified that 26.9% were neutral, 73.1% of the respondents were good at generating original solutions to problems.

With regards to whether employees introduce innovative ideas in a systematic way, it was identified that 11.5% were poor, 21.2% were neutral, 67.3% were good.

With regards to whether employees often evaluate the application of innovative ideas, it was identified that 17.3% were poor at evaluating application of innovative ideas, 11.5% were neutral, 71.1% of the respondents were very good.

4.5 OBJECTIVE 3: EFFECT OF MOTIVATIONAL PACKAGES ON EMPLOYEE PERFORMANCE

Regression Analysis Results

To achieve the objective of identifying the effects of motivation on employees' performance, regression analysis was conducted.

Table 4.5.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.612	.587	1.05668

a. Predictors: (Constant), Motivation

Tables 4.5.1 above summarize the regression results. As indicated in Table 4.5.1 the regression statistics R-squared was 0.612. This means that 61.2 of the variations in the dependent variable is explained by the variations in the independent variables. This indicates a good fit of the regression equation (Y= 16.4+ 0.53X1). Thus, this is a good reflection of the true position that employees' performance is determined to some extend by motivation.

Table 4.5.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.562	1	140.562	33.230	.001[b]
	Residual	211.496	50	4.230		
	Total	352.058	51			

A. Dependent Variable: Employees Performance

B. Predictors: (Constant), Motivation

From the ANOVA table, it can be seen that the regression model is a statistically significant model (F (1,50)=33.23, p-value< 0.05) since the significant value (p- value=

0.001) is less than the level of significance (0.05). This shows that motivation can statistically predict the employees' performance.

Table 4.5.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.425	2.952		5.563	.000
	Motivation_	.530	.092	.632	5.765	.002

A. Dependent Variable: Employees Performance

Table 4.5.3 is a summary of the statistically significant effect of motivation on employees' performance. From table 4.5.3 the linear equation can be deduced as (Y= 16.4+ 0.53X1). From the linear equation it can identified that 1% increase in motivation will lead to 0.53% increase in employees' performance at the Hospital. From the equation, it can be concluded that there exists a positive effect of motivation on employees' performance. This result is in relation to the findings of Nabi et al (2017). Their study indicated that organizations get the best out of their employees if they are well motivated. This significantly demonstrates that there is a direct relationship between motivation and employees' performance. From the table the significant values of motivation (p-value= 0.002) is below the level of significant (0.05) showing that there is a significant relationship between motivation and employees' performance. This result is in concomitance with the findings of Asare and Adamtey (2011). Their study indicated a statistically significant relationship between motivation and employees' performance.

4.5.4 Correlation Analysis

		Motivation	Employees Performance
Motivation	Pearson Correlation	1	.632**
	Sig. (2-tailed)		.002
	N	52	52
Employees Performance	Pearson Correlation	.632**	1
	Sig. (2-tailed)	.002	
	N	52	52

**. Correlation is significant at the 0.05 level (2-tailed).

4.6 OBJECTIVE 4: CHALLENGES THAT EMPLOYEES FACED WITH REGARD TO THE MOTIVATIONAL PACKAGES.

Employees were asked to state problems that affected their performance in the Hospital and among the grievances were lack of staff buses to convey workers in and out of work, lack of recognition and lack of sponsorship for junior staffs to pursue further studies.

Chief among their complaints was the lack of staff buses. The respondents asserted that the lack of buses to convey staff in and out of the job premise put pressure on their salaries. One of the respondents stated that "the lack of buses put great pressure on my salary in that I spend most of my salary on the purchase of fuel and maintain of my car".

Another grievance opined by the respondents was that the management of the hospital only gives sponsorship to pursue further studies to senior staffs only.

One of the respondents stated, "the only problem I have with the hospital is that they only give sponsorship to pursue further studies to only senior staffs leaving out the junior staffs".

Identifying and recognizing an employee for a job well execute gives employees a feeling of belongingness and is a very key factor in motivation. Most of the respondents asserted that the management do not most recognize the junior staffs for their effort they provide and give praise to the senior staffs.

One the respondents stated "the management mostly give praise to the senior staffs for work executed by junior staffs".

4.7 DISCUSSION OF FINDINGS

To achieve the objectives of the study, data was gathered and analyzed in relation to the stated objectives. From the analysis the study found out that there were more female respondents than male respondents and most of the respondents were below 35years and above. From analysis it was identified that most of the employees employed in the organization were above thirty years old. The study showed that most of the employees have worked in the hospital for more than three years. The results also showed that most of the employees employed to work in the hospital have bachelor degree certificate.

Also, the study revealed some series of findings in relations to employees' perception on motivation. The study showed that most of the employees receive their salaries and other remuneration on time. This finding was in adverse relation to the findings of Osei, Mensah-Yawson and Gorman (2012). According to their findings, they asserted that most public institute do not pay workers' salaries and other remuneration on time.

With regards to whether the employees are provided with medical or health related assistance, the study asserted that it was good. This finding was in relation with the study of Buabeng (2016). According to his finding, almost all Hospitals in Ghana provide their employees with medical or health related assistance.

With regards to fairness regarding allowance, bonuses and other incentives, the study showed poor distribution of allowances and other incentives. This finding was in concomitance with the finding of Asare (2012). His study asserted that there is poor and inequitable distribution of allowance, bonuses and other incentives.

With regards to whether Management runs people-oriented organization, the study asserted that the system is good. Compared to the study of Buabeng (2016) most hospitals Management runs people-oriented organization

With regards to whether the Incentives provided to employees are satisfactory, the study asserted that most of respondents were neutral. With regards to whether there is fairness regarding annual leave arrangement the study showed that it is good. With regards to whether Management effectively balances people's problems and work challenges, the study showed that most of the respondents asserted that they are poor. With regards to whether employees feel a sense of satisfaction in at workplace, the study showed that most of the respondents asserted it is good.

With regards to whether employees take pride in their work environment, the study showed that most of the respondents asserted that the environment is good. This finding was in adverse relation to the study conducted by Asante (2012) at Ghana National Petroleum Commission. The study showed that the working environment was poor and curtailed the workers' performance. This showed that most private institute have good working environment than government institute.

The study also revealed that most of the respondents used for the study execute their responsibility assigned to them effectively. From the forgoing the study finally revealed that there exists a positive effect of motivation on employees' performance. Base on the

analysis conducted by the researcher, it was identified that base on the motivational packages provided by the hospital to the employees, it has affected the performance of the employees. This result is in relation to the findings of Asante (2012) and Nabi et al (2017). Their study indicated that organizations get the best out of their employees if they are well motivated and worse out of employees if they are not well motivated. This shows that there is a direct relationship between motivation and employees' performance.

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the research process, draws conclusions on the study and makes recommendations.

5.1 SUMMARY OF THE RESEARCH PROCESS

The purpose of this research was to find out the effect of motivation on employees' performance of employees of legon hospital.

This study purported to achieve the following objectives.

- To explore the factors used by management of Legon Hospital to motivate employees.
- To assess employees' perception of the motivational strategies used by the Hospital.
- To establish the effect of motivation strategy on the employees' performance.
- To examine the challenges associated with the implementation of the motivational packages.

The following research questions were formulated to guide the study:

- What are the factors used by management of Legon Hospital to motivate employees?
- What are employees' perception of the motivational strategies used by the Hospital?
- What is the effect of motivation strategy on the employees' performance?
- What are the challenges associated with the implementation of the motivational packages?

To answer these research questions, the researcher presented and summarized the results of the data analysis with the aid of tables and charts. A sample size of fifty-two (52) respondents was used and questionnaires were used to collect data. The data was analyzed using descriptive statistics and regression analysis. The study revealed that there exists a

positive effect of motivation on employees' performance. The result is in relation to Nabi et al (2017). Their study indicated that organizations get the best out of their employees if they are well motivated. This significantly demonstrates that there is a direct relationship between motivation and employees' performance.

5.2 CONCLUSION

This study sought to assess the effect of motivation on employee performance. The result of the analysis showed that there is a positive effect and significant positive relationship between motivation and employee performance. The researcher therefore concluded that for an organization to improve its employee performance, it has to first of all take the intrinsic and extrinsic needs of their workers into consideration by improving their motivational packages and paying particular attention to non-monetary rewards systems.

5.3 RECOMMENDATIONS

Based on the findings of this study, the researcher has made the following recommendations to management of the hospital on how to improve their employee performance as well as retain skilled and qualified employees.

The study therefore recommends that:

- The study also recommend that the hospital should pay it employees' salaries on time so as to motivate them to work diligently.
- From the data analysis it was inferred that not all the employees receive bonuses. For there to be equity among the employees, the researcher recommend that all the employees should be provided with bonuses equitably.
- From the data analysis it was identified that the hospital does not provide it with free lunch. The researcher therefore recommend that the hospital should provide it employees with free lunch so as to motivate them to work effectively.
- From the data analysis it was identified that the hospital does not provide buses to convey their employees to job and back home. The researcher therefore recommend that the hospital should provide it employees with buses to convey them.

- Again, management should and ensure that, rewards are fairly and objectively given to deserving employees in order to give workers a sense of equity and stimulate higher performance at work.

5.4 LIMITATIONS OF THE STUDY

In performance of this study, several limitations, problems, and difficulties were encountered.

• The study is limited in scope because it covered on one hospital and the findings could not be said to represent the situation in other Ghanaian hospitals.

• The findings were could not be generalised because of the use of a non-random sampling technique (convenience).

• The study could not involve more employees because most of them were not readily available, hence the sample size of fifty-two (52).

• The researcher was also constrained by time and inadequate resources.

5.5 FURTHER STUDIES

The researcher recommends that further research be conducted on the following areas:

i. Further studies can be conducted on intrinsic motivation on employee performance.

ii. Further study can be conducted on the effect of motivation on employees' innovative behavior.

iii. Further studies should consider expanding the scope of the study to include manufacturing companies

REFERENCES

1. Aguinis. D. (2012). Performance management. Upper saddle river, nj: prentice hall.
2. Albrect, Bakker, & Gruman. (2015). Employee engagement, human resource management practices and competitive advantage. Emrald.
3. Antonioni, D. (2009). "improve the performance management process before discontinuing performance appraisals (vol. 26). Paris: memphis books.
4. Apau, S. A., Matanamawu, A., Nkrumah, K., & Boison, A. (2017). Effect of transformational leadership on innovative management. African journal.
5. Arefin, S., Raquib, M., & Arif, I. (2015). The relationship between high performance work system and proactive behavior: the mediating role of perceived organisational support. European scientific journal (2).
6. Benoit, W. L. (2000). Another visit to the theory of image restoration strategies. Communication quarterly, 58(1), 40–43.
7. Boateng, P. A., Osabu-Quaye, I. M., Osei-owusu, G., & Dumenyo, a. (2014). The effect of remuneration and working conditions on organizational performance of selected companies in Tema municipal area.
8. Certo, S. (2016). Supervision concepts and skill-building. New york: mcgraw hill.
9. Champman, A. (2016, September 9). Frederick herzberg motivational theory. Retrieved from business ball: http://www.businessballs.com/herzberg.htm#authorship-referencing
10. Cooper, D, & Schindler, P. (2011). Business research methods. New york, ny: mcgraw- hill.
11. Deci, I. (2016). Influence of employee involvement in decision making on organizational citizenship behavior: a case of machakos county government. African journal.
12. Elizabeth , W. (2017). Effect of motivation on employee performance: a case of pam golding properties limited, Nairobi. Masters thesis.
13. Emily, R. (2011). Motivation: literature view. New york: pearson.

14. Eyamba, P. (2020). Effect of transformational leadership on employees' innovative work behavior Journal of international business management, 1.

15. Guay, F., Chanal, J., Ratelle, C., & Laroso, F. (2001). Intrinsic, identified, and controlled types of motivation for school subjects in young elementary. British journal of educational psychology, 4(80), 711-735.

16. Hung, D. F. (2015). Sustained competitive advantage and organizational inertia: the cost perspective of knowledge management. Journal of the knowledge economy, 56.

17. Juneja, I. (2015). Strategic management process - meaning, steps and components. Retrieved from management study guide: https://www.managementstudyguide.com/environmental-scanning.htm

18. Katerina, R., & Aneta, R. (2014). The impact of globalization on the business. Economic analysis, 47(3), 83-89.

19. Kenton, W. (2020, April 19). Strategic management. Retrieved from investopedia: https://www.investopedia.com/terms/s/strategic-management.asp

20. Krippendorf, K. (1980). Content analysis: an introduction to its methodology. Beverly hills, ca: sage publications.

21. Latham, G. (2011). Work motivation: history, theory, research and practice. New jersey: sage.

22. Lauby, S. (2005). Motivating employees: career planning & talent. Washington dc: American society for training and development.

23. Lebergott, I. (2002). Wages and working conditions. Retrieved from econlib: http://www.econlib.org/library/enc1/wagesandworkingconditions.html

24. Mintzberg, H. (1977). Strategy formulation as a historical process. International studies of management and organization, 7(2), 28–40.

25. Mintzberg, H. (1978). Patterns in strategy formation. Management science, 24(9), 934– 948.

26. Mosley , D., Pietri, P. H., & Mosley, j. (2012). Supervisory management: the art of inspiring, empowering and developing people. Mason, oh: Thompson south-western.

27. Mulins, L., Christy, G., & Scott, P. (2013). Management & organizational behaviour. United kingdom: pearson education limited.

28. Nabi, N., Islam, M., Dip, M., & Abdullah, M. (2017). Impact of motivation on employee performances: a case study of karmasangsthan bank limited, bangladesh. Arabian journal of business and management review.

29. Nelson, Q. (2013). Principles of organizational behavior. Boston, ma: cengage learning.

30. Netmba.com. (2016, september 7). Business management. Retrieved from netmba: http://www.netmba.com/mgmt/ob/motivation/herzberg/

31. Olusadum, N., & Anulika, N. (2018). Impact of motivation on emploees' performance: a study of ikoku federal college. Journal of management and strategy, 9(1). Doi:doi:10.5430/jms.v9n1p53

32. Oskar, B. (2009, November 15). Research population. Retrieved from explorable: www.explorable.com/research population

33. Owusu, T. (2012). Effect of motivation on employees performance: a case study on ghana commercial bank. African management journal.

34. Puthenveetil. (2016). An assessment of the role of scenario-based anticipatory organizational learning in strategy development—an organization development perspective. New york: proquest.

35. Salkind, N. J. (2010). Primary data source. Retrieved February 5, 2021, from methods. sagepub:

36. Teece, D. (2010). Business models, business strategy and innovation. Pennsylvania: elsevier ltd.

37. Üçüncü, K. (2016). İş Tatmini ve Motivasyon. Trabzon: Karadeniz Teknik Üniversitesi, Fen Bilimleri Enstitüsü, Orman Endüstri Mühendisliği Anabilim Dalı

38. Ünsar, A. S. (2011). Motivasyonunun İşten Ayrılma Eğilimine Etkisi: Bir Alan Araştırması. Kirgizistan. Akademik Bakış Dergisi, 25, 1-15, 10 12 2019 Retrieved From www.https://www.acarindex.com/dosyalar/makale/ acarindex-1423868132.pdf.

39. Wairimu, E. (2017). Effect of motivation on employee performance: a case of pam golding properties limited, Nairobi. 67-78.

40. Yılmaz, M. K. (2011). Çalışanların Liderlik Tiplerine İlişkin Algılamaları İle Motivasyon İlişkisi: Özel Sektör Ve Kamu Sektörü Çalışanları Üzerine Bir Alan Araştırması. Yüksek Lisans Tezi. Ege Üniversitesi, Sosyal Bilimler Enstitüsü, İzmir.

APPENDIX A

QUESTIONNAIRE

Dear Respondents,

I am MBA student in Okan University, Turkey and am doing a study on the topic "Effect of motivation on employees' performance". We would be grateful you assist us by completing this questionnaire. This project is for academic purpose only and any information you provide will be treated as confidential.

Thank you.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS.

Please tick (√) the responses in the boxes provided.

1. Gendera. Male [ ] b. Female [ ]
2. 2. Age: a. 20-24 b. 25-29 c. 30-34 d. 35 and above
3. Level of education:
    a) Secondary [ ]
    b) Diploma [ ]
    c) Degree [ ]
    d) Masters [ ]
    e) If other, (please specify)……..
4. How long have you been with your present organization?
    a. 0 – 5 years b. 6-10 years c. 11-15 years d. 16 and above
5. What is your Position?
    a) Senior managerb) Manager c) Supervisor d) Employee

SECTION B;

What are some of the motivational package factors available for you**?**

Please tick (√) as many as apply to you.

No.	Statements	Please tick as applies to you
1	Salary	
2	Allowances Eg. Transport, rent, etc	
3	Bonuses	
4	Sponsorship for further studies	
5	Promotion	
6	Recognition	
7	Conducive office environment	
8	Job security	
9	Other (Please Specify)	

SECTION C

Employees perception of motivation

Please tick (√) in the appropriate boxes provided below whether (5) Very Good , (4) Good , (3) Neutral [N], (2) fair, (1) poor

No. 1	Statements	poor	fair	Neutral	Good	Very Good
1	Your salary and other remuneration arrives on time					
2	There is fairness regarding allowances, bonuses and other incentives					
3	You are comfortable with the payment package of this hospital					

4	You are provided with medical or health related assistance					
5	Incentives provided are satisfactory					
6	There is fairness regarding your annual leave arrangement.					
7	Management effectively balances people's problems and work challenges					
8	You feel a sense of satisfaction in your workplace					
9	Management runs people-oriented organization					
10	You take pride in your work environment.					

SECTION D

Employees performance

Please read the following statements carefully and tick (√) the number that best reflects your level of arrangement using the 5-point scale below.

1. poor 2. fair 3. Neutral 4.Good 5.Very Good

No.	Statements	poor	fair	Neutral	Good	Very Good
1	As an employee I meet all the formal performance requirements of the job					
2	I fulfill all responsibilities required by the job					
3	I often suggest new ideas for improvements					

4	I search out new working methods, techniques, or instruments.					
5	I seek approval for innovative ideas					
6	I transform innovative ideas into useful applications					
7	I generate original solutions to problems					
8	I introduce innovative ideas in a systematic way					
9	I often evaluate the application of innovative ideas					

SECTION E: Challenges that affect employee satisfaction and performance

Interview Guided Questions

1. Are there any challenges that you face? Yes [ ] No [ ]
2. What are the likely challenges available?
3. What are the measures put in place to address such challenges?
4. Apart from the motivational package provide above, are there any other motivational packages.

THANK YOU FOR YOUR PARTICIPATION

APPENDIX B

Table 4.5.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.612	.587	1.05668

a. Predictors: (Constant), Motivation

Table 4.5.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.562	1	140.562	33.230	.001[b]
	Residual	211.496	50	4.230		
	Total	352.058	51			

A. Dependent Variable: Employees Performance

B. Predictors: (Constant), Motivation

Table 4.5.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.425	2.952		5.563	.000
	Motivation_	.530	.092	.632	5.765	.002

A. Dependent Variable: Employees Performance

4.5.4 Correlations

		Motivation	Employees Performance
Motivation	Pearson Correlation	1	.632**
	Sig. (2-tailed)		.002
	N	52	52
Employees Performance	Pearson Correlation	.632**	1
	Sig. (2-tailed)	.002	
	N	52	52

**. Correlation is significant at the 0.05 level (2-tailed).