

The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana

David Ackah

PhD, Department of Business & Economics, Atlantic International University – AIU, Hawaii, Honolulu, U.S.A

Corresponding author: Drdavidackah@gmail.com

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ABSTRACT

The constant changes occurring in the world today, especially with regards to technology and innovation in new products and services call for organization to reassess the manner in which they handle their employees. The aim of this research is to evaluate the impact of motivation on employee performance in the manufacturing industry in Ghana. This project explores the effects that motivation has on the job performance of employees. Several need and motivation theories have been discussed in the study to clarify what might affect the motivation of employees. The results showed that employees who are more motivated in their jobs are more satisfied with their performance, and less likely to leave the organization, but negatively affects the performance if the employees are de-motivated. They revealed some of the dissatisfaction factors that cause employees to leave the organization such as, workplace violence, workplace hazard and injuries, long working hours, effect of night shift, shortage problem, feeling under paid, unreasonable workload and lack of appreciation. The findings from this study provide information as to what changes can be made so that employees are more motivated in their workplace. Based on the findings appropriate recommendations have accordingly been made to help management of manufacturing companies improve their employee motivation strategies.

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1.0 INTRODUCTION

This study seeks to find out the impact of motivation on employee performance. With reference to the manufacturing industry in Ghana. This chapter covers the background of the study, statement of problem, purpose of the study, research objectives/questions, hypothesis, and the significance of the study, scope of the study, the organization of the study and the limitations of the study.

1.1 BACKGROUND OF THE STUDY

The constant changes occurring in the world today, especially with regards to technology and innovation in new products and services call for organization to reassess the manner in which they handle their employees. The greatest interest of every organization is to achieve its goals. The achievement of organizational goals to a greatest extent is dependent on various resources, and human resource is one major resource which is directly related to the achievement of an organizational goals. Hence, the performance of employees is considered very significant in the achievement of organizational goals.

In order to achieve this, organizations need to organize the task at hand, design systems and processes, re-evaluate and improve current management style [Harmon, 2007]. Employee performance is a function of ability, effort, skill, environment, and motivation. Motivation is the process that taken together energizes, maintain, and direct behaviour of an individual towards goals of an organization. This process regulates behaviour by initiating it when it is needed or appropriate and termination when the goal is reached. It is worth noting that, the presence of ability, skill and effort without motivation might not yield high level of performance. Hence motivation is essential for employee performance. According to Robbins and Judge (2007), motivation involves the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal. To motivate is to create desire, willingness to performance in a manner in which managers want to get work done. According to

Rue (2007), performance refers to the degree of accomplishment of the task that makes up an employee's job. It reflects how well an employee is fulfilling the requirement of the job. Performance is therefore measured in terms of results. Job performance is the net effect of an employee's effort as modified by abilities, skills, role perceptions and results produced. This implies that performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, role perceptions and result's produce. To attain an acceptable level of proficiency must exist in each of the performance component, that is; abilities, skills, and the environment. The level of performance can be improved if management create for employees to become more active in determining the evaluating their performance, Rue et al.(2003). Hence management has to create the enabling environment for employees to or in order to perform effectively. An organization has goals that can only be improved and achieved by the effort of the people who work in it. Individuals have their own goals in life, and these are likely to be different from those of the organization. Managers must therefore create a condition [i.e.an environment] that encourage employees to perform better, when they take part in decision making, when they are rewarded through promotion and pay increase, when they are rewarded with adequate security at work, and when they are rewarded for outstanding performance. According to F.A. Atogiyire (2001), some of the things motivate employees to work effectively include: a good reward system, training and development, leadership style, promotion, work environment and so on all these are the strong motivators. It is important to note that employees are indispensable asserts of organizations who are instrumental in the achievements of organizational goals and objections. Therefore an employee needs to be motivated to work efficiently.

1.2 PURPOSE OF THE STUDY

The purpose of this study is to find the causes of low employee motivation in the manufacturing industry in Ghana and the effects it has on performance. It is also to suggest means whereby this problem may be solved so as to improve the performance of employees in particular end that of the sector in general.

1.3 RESEARCH OBJECTIVES

The general objective of the study is to assess the impact of the low employee motivation in the manufacturing industry on the performance of employees. The specific objectives are to:

1. Find the nature of the motivation strategies in the manufacturing industry in Ghana.
2. Assess the impact of the problem on employee performance.
3. To suggest ways of solving or reducing the problem of low motivation.

1.4 RESEARCH QUESTIONS

1. What is the nature of low employee motivation in the manufacturing industry in Ghana?
2. What impact does the low motivation have on employee performance?
3. What strategies may be adopted to improve the motivation of employees so as to improve their performance?

1.5 HYPOTHESIS

The general hypothesis is that motivation of employees of the manufacturing sector is low, and that this low degree of motivation accounts for the low performance of the employees in the sector, and consequently the low development of the sector.

1.6 SCOPE OF THE STUDY

The study is limited to polytex Ghana ltd in Accra. This is due to time constraints which do not make it possible to cover as many companies as possible.

1.7 SIGNIFICANCE OF THE STUDY

The study is significant because it will help to uncover some of the problems facing employees in the manufacturing industry in Ghana. It is also significant since it will help manager in that sector to adopt proactive strategies to motivate their employees in other to improve their performance.

Again the study will serve as a reference point for future researchers.

1.8 LIMITATIONS

The limitations of the study include the following:

- (i) Lack of sufficient time for the research because of the fact that the researcher has to combine the study with regular lectures.
- (ii) Low respondents cooperation research has shown that many people do not respond to research questionnaires promptly and adequately.

1.9 ORGANISATION OF STUDY

The study is divided into five (5) chapters as follows:

Chapter One: This is the INTRODUCTION and it tells the reader what the study is about and what that particular chapter is about.

Chapter Two: This present a review of relevant literature (books, pamphlets, articles, etc)

Chapter Three: This deals with the methodology (methods/ techniques) used to collect data-including the research design, research instrument, sampling procedure, etc.

Chapter Four: Covers analysis and discussion of the finding based statistical tools such as bar graphs, pie charts and frequency tables.

Chapter Five: Deals of the summary, conclusions, and recommendations.

Introduction) describes the background to the study, statement of the research problem, research objectives/questions/hypothesis, scope of the study, and significance of the study and so on.

LITERATURE REVIEW

2.0 INTRODUCTION

The study gives a review of the relevant literature seeks to examine the topic; the impact of motivation on employee performance in the manufacturing industry in Ghana; and this particular chapter reviews some of the relevant literature on the topic.

The success of any organization depends on the ability of managers to provide a motivating environment for its employee. The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know the behavior of each employee and what might motivate each one individually. By understanding employees' needs, managers can understand what rewards to use to motivate them. The goal of most companies is to benefit from positive employee behavior in the workplace by promote a win-win situation for both the company and workers. The model of individual behavior is an excellent medium for creating the win-win relationship between the employer and employees to understand motivation. The acronym, MARS stands for motivation, abilities, Role perception and situational factors

The MARS model is a model that explains individual behavior as a result of internal and external factors or influences acting together. These factors are highly interrelated in organization. Unless all of the MSRS model are satisfied, employees' behavior and performance will be affected and negatively impacted. For example enthusiastic and employee with high motivation level who is skilled in running the work (ability), and understand the job duties (situational factors). So developing human resources, upgrading their skills, extending their knowledge and competencies would lead to organizational development which as a result will enhance a great impact on performance, Megginsion (1977). This is true because creating opportunities for people to develop is the key to enhancing and effecting utilizing intellectual, technological and entrepreneurial skills of human resources. This literature review will examine how to create opportunities to motivate employees who have the best interest of any organization at hearts.

Several research studies on motivation have been undertaken by industrial psychologists and behavioral scientists. As a result, some theories about motivation and human behavior have been developed by researchers.

Theories of motivation explore the sources of pleasure that people experience when they maintain equilibrium preserve homeostasis by avoiding pain and over stimulation. Some of the theories include:

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs may be grouped under three categories, Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need.

Existence: Refers to our concern with basic material existence motivators. Physiological and safety needs (such as hunger, thirst and safe condition)

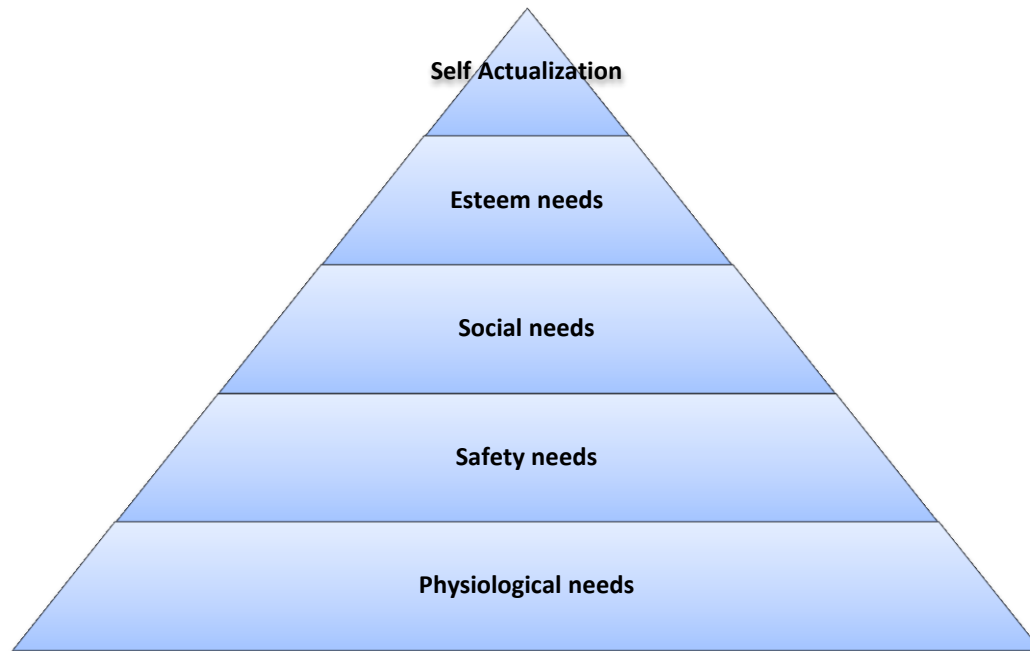
Relatedness: Refers to the motivation we have for maintaining interpersonal relationships. Social and external esteem needs (such as involvement with family, friends, co-workers and employers).

Growth: Refers to an intrinsic desire for personal development. Internal esteem and self-actualization need (such as the desire to be creative, productive and to complete meaningful tasks).The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

Abraham Maslow (1954) proposed the theory called hierarchy of needs theory. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need.

The five levels of needs, according to Maslow are:

1. **Physiological Needs.** These needs are essential to sustain life include food, water, air and sleep. According to Maslow's theory, if these needs are not met, then all other needs will not felt or be a source of motivation.
2. **Safety Needs.** This refers to the need to feel safe from physical and emotional harm. These needs include medical insurance, job security, financial reserves.
3. **Social Needs.** These needs are concerned with social interactions with others. The individual needs to feel a sense of belonging, affection, acceptance and friendship.
4. **Esteem Needs.** Esteem is concerned with the feelings of self-confidence derived from achieving something and the sense of belonging. Esteem needs may be classified as internal or external. Internal esteem is those social status and recognition that comes with the achievement.
5. **Self-Actualization Needs.** This level of needs is concerned with achieving ones full potential and dreams. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. This needs include truth, justice, and wisdom. The Maslow model is shown in the diagram below:



According to Maslow, (ibid) only a small percentage of the population reaches the level of self-actualization. The organization can satisfy its employees' various needs. In the long run, physiological needs may be satisfied by the person's paycheck, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company – sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Company picnics and other social get-togethers may also be helpful if the majority of employees are motivated primarily by social needs. Providing promotion opportunities at work, recognizing a person's accomplishment verbally or through more formal reward systems and job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce. The important aspect of Maslow's model is that it provides for constant growth of the individual. The individual is always striving to do things to the best of one's ability, and best is always defined as being slightly better than before. There has been a great deal of debate over Maslow's hierarchical concept of motivation. It has a basic attraction to most people because it seems to be logical, to make sense. The framework that the researcher deem suitable is the work done by Frederick Herzberg (1968), who is recognized to have made notable contribution to the field of management of employee motivation. Among Herzberg contribution to the management of employee motivation were two factor theories which are subcategorized into hygiene factors and motivator. The two factor theories are basically about the attitudes of employees towards their job, which can either lead to satisfaction or dissatisfaction. One of the subcategories (the hygiene factors) includes the following: working conditions, the level and the quality of supervision, the company policy and administration, interpersonal relations, salary and job security. According to Herzberg these hygiene factors do not necessarily motivate the employee produce positive development in work performance. However, when there is lack of any one of these factors, there is likely chance that the employee may be dissatisfied. Thus, the concept of Herzberg's two factor theories is one that focuses on understanding the acceptable hygiene factors that prevent the employee from being dissatisfied. It must be noted though that hygiene factors do not do much to motivate the employees. Therefore management of companies has to seek other way in order to achieve this. With regards to motivation, Herzberg identifies the factors that motivate people: the nature of work that they do, the sense of achievement that they acquire from their work, the recognition that they receive, the responsibility that is bestowed upon them, and their personal growth and advancement opportunities (training and development). Herzberg believes that such factors are the main driving force of satisfaction that helps boost the employee work performance. Put simply, motivators are able to boost external happiness. Furthermore, it is absolutely important for managers to take responsibility in making sure that they make the jobs in the workplace as enriching as possible for the employees. Base on (Herzberg 1968) theory, the job should be able to provide challenges to the employees so that he/she is driven to work to the best of his/her individual abilities. Once the employee is shown to possess increasing levels of ability, it would follow that he or she should also be given further responsibilities, training, promotion, development and leadership opportunities that are also challenging. Put simply, Herzberg iterates that if the abilities of an employee cannot be maximize, then it can be assumed that he/she has a motivation problem. The main point of Herzberg's theory is that it is the success of a task emanates from the abilities and effort of an individual and not simply from external forces. It must be noted that both factors (hygiene factors and motivation factors) must exist in order to be motivated in his work.

2.1 IMPORTANCE OF EMPLOYEE PERFORMANCE

The success of any business is directly affected by the performance of the employees within the organization, whether or not those employees are dealing directly with customers.

Businesses that clearly understand the impact of their employees' performance are better able to manage employee output and productivity. Properly managing employee performance helps any business to increase profits and consistently meet sales goals. By Gabriel Rodriguez (2001).

- **Customer Service**

In a business where employees deal directly with customers, sure as a grocery store or furniture sales organization, there many ways by which employee performance affects profits. For example, making a good first impression can make or break any potential sale, especially larger sales such as automobiles and home improvements. When an employee is not performing up to company standards, sales are negatively affected, as well as the company's reputation.

- **Productivity**

Another important factor of employee performance that directly impacts business is productivity.

Productivity also has a ripple effect in the workplace, meaning that consistent level of productivity and work habits set the standard for other employees as well. And whether a retail business or a manufacturing plant, when employees are producing more efficiently the business' profitability and bottom line will be positively affected.

- **Retention**

Employee retention and turnover affect an organization. When an employee leaves an organization prematurely, the financial investment in the employee's training is lost. For example, some sales organizations invest two months or more salary while simply training an employee before that employee is ever given an opportunity to start selling and making back profits toward the initial training investment.

- **Improving performance**

Other than very large companies, improving performance will generally have a positive impact on an organization's profitability. Providing competitive pay, health insurance and a positive work environment are some of the most common ways to improve employee performance by improving morale. Providing employees with adequate training and the opportunity for advancement also improves performance and productivity.

Michael Armstrong (2006) in his book, a handbook of HRM practices defined training as the use of systematic and planned instruction, activities to promote learning. Armstrong emphasized the use of formal processes to impact knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily.

Bartel (1990) carried a study on training wage growth, and job performance of a large manufacturing company in the USA by using the company database to avoid management bias; employee's job training duration; performance rating and wage growth were recorded. Individuals who were classified by the company as professional employees were selected for analysis, resulting in a total sample of 19000 observations, averaging 3,800 individuals per year. These employees were taken across eight functional areas in the company: finance, engineering, manufacturing, marketing, information system, staff services and support services. The type of occupations held by these individuals include accountants, engineers, purchasing agents, quality control planners, market researchers, system analysts, bench scientists, human resource professionals and industrial hygienist. Information on performance ratings were taken for the years 1989 and 1990 only, the research revealed that the company has a fairly substantial training budget. In 1990, it spends approximately 1950 dollars per employee on formal training. The study identifies three categories of training: core training, employee development, and technical programs.

The following hypotheses were tested.

- Individuals who are new to their jobs are more likely to receive training.
- Training has positive and significant impacts on wage growth and employee performance.

The research came out with the following findings.

Firstly, they show that training has a positive and significant effect on employee wage growth. Secondly, training was found to have a positive and significant on job performance, there by confirming the robustness of the relationship between training and productivity.

Delaney and Auselid (1991), conducted a survey on the impact of human resource management practices on perceptions of organizational performance. The research was conducted on 1127 organization out of a sample frame on 1427 organizations in U.S.A. through a national survey (NOS). They studied how HRM practices affect organizational outcome, whether some practices have stronger effect than others, and whether complementarities or synergies among such practices can further enhance organizational performance. Some of the HRM practices identified in the study include: employee participation and empowerment, and job redesign, team based production systems, extensive employee training, and promotion and performance contingent incentive compensation.

These were widely believed to improve the performance organizations. They grouped organizational Performance into two different ways, namely, perceived organizational performance and perceived market performance. The study was conducted in three different ways. Firstly, they drew on a unique national probability sample of for-profit and non-profits organizations to evaluate the association between a variable of progressive HRM practices perceptual measures of organizational performance. Secondly, they conducted some rudimentary empirical tests of the effect of complementarities among HRM practices on firm-level outcomes. Finally, they identified some important methodological issues that merit consideration as scholars and practitioners seek to better understand the relationship between HRM practices and firm performance.

In line with the above discussion, the following hypotheses were tested.

1. Progressive HRM practices (those affecting employee skills, employee motivation, and the structure of work) will be positively related to organizational performance.
 2. Complementarities or synergies among progressive HRM practices will be positively related to organizational performance.
- The result suggest that progressive HRM practices, including selectivity in staffing, training, and incentive compensation, are positively related to perceptual measures of organizational performance.

This is because effective transfer of training can aid employees to gain effectiveness in their present work through the development of appropriate habit of thoughts and actions, skills, knowledge, competence and attitudes that increase productivity. Maintenon (1994) carried out a research on the topic, Getting anointed for advancement. The case of executive women. She wanted to find out how women became identified in their early career as promotable and viable candidates for senior management position. Fifty-five (55) high profit executive women were interviewed about key events in the early stages of their career that allow them to become fast tracked. The study carefully examines the career paths of these women to determine.

- 1) Key developmental assignments in executive careers;
- 2) Early career event that contributed to becoming fast tracked ;and
- 3) Critical development incidents that enhance their managerial abilities on the way to the top. The result indicated that women face similar hurdles in their careers as they progress through the organizational ladder. She concluded that the best way to career advancement for both men and women is to:
 - Getting assigned to a high visibility project
 - Demonstrating critical skills for effective job performance.
 - Attracting top level support
 - Displaying entrepreneurial initiative.
 - Accurately identifying what the company values.

Pinnington (2010), carried out a study on the topic: competence development and career advancement in the professional service firms. He studied professional employees in law firm in early stage of their careers, particularly, their understanding of competence development and career advancement. Law firms have a relatively low rate of turnover of professional staff when compared with employee flow rates that are standard in other organizations and industries. He analysed lawyers employed in a reasonably munificent internal labour market context, seeking to understand the account of how their competence can be developed and how their careers may be advanced. He considered the competences and careers of a group of junior professional knowledge workers employed full-time in a large law firm and conceptualized their competence development and professional career advancement through an existential ontological conceptualization using a qualitative interpretive research methodology. In research 8 out of every 16 individuals were interviewed during working days for approximately an hour. The findings indicate the Lawyers self-understanding is strongly influenced by career stage and position in the organization. Their understanding is strongly influenced by career stage and position in the organization. Their understanding of the work is contrast reveals more individual and idiosyncratic clusters of work activities and distinctive ways of acknowledging and developing technical and professional expertise. Therefore policy makers, practitioners and academic researchers all have roles to play in assisting people at an early stage in their career to reflect on their existing expertise, assess current work practices, and develop and pursue strategies for competency development and career advancement. In organizational settings, promotion relates to the assignment of an individual to position of higher responsibility or to non which involves the use of his or her particular education or experience. Promotion can be defined as a re-assignment of the individual to a job of a higher rank usually involving an increase in responsibility and accompanying pay, privileges, prestige status, and authority (Duke 1972) skills inventories and promotion systems. The process of promotion leads to an influx of one or more person to fill a particular position or a series of position. Suppose a general manager (Marketing) is promoted to a position of the vice president, this single initiation may have a chain reaction causing an upward movement of several individuals depending upon the organization hierarchy. Progression through promotion can exert a motivation impact on any individual contemplating joining an organization as well on those who have put in considerable length of service. Promotion is highly beneficial and forms a selling point for the organization. Philip (1996), researched on the topic the promotion paradox: organizational mortality and employee promotion chances" he studied 512 law partnerships in USA firms for fifty(50) years, which comprised every firm listed with more than one active attorney. He identified two prominent positions in the law firms: associate and partners. He suggested that employees are mostly likely to obtain career advancement and long-term employment within firms that have favourable life chances (e.g. survival, productivity, profitability). He constructed a model to test the likelihood of law firm failure and its effect on an employee's likelihood of promotion. The model of firm served for understanding the model of associate promotion to partners. The study estimated the likelihood of firm failure, as influenced by population density, firm size, firm age, firm status and a set of control variables such as individual characteristics, branch or single office and growth and partner turnover. Taken together, the result in this study showed a strong evidence of a negative relation between firm life chances and employee promotion chances. Law firms that were young, small narrow or in status had a higher likelihood of failure but were also contexts where the likelihood of promotion was highest. Moreover, there is a clear relationship between a firm's likelihood of failure and the promotion chances of individuals that work within the firm. The findings indicate that firms with weak life chances have less bargaining power. This lack of bargaining power results in better promotion chances for employees. Carson et al (1994) carried out a research in the USA on promotion and employee turnover: critique, metal-analysis and implication. They differentiated among three distinct operationalization of promotion:

1. Promotion satisfaction;
2. Perceptions of promotional opportunity; and
3. Actual promotion.

The study then conducted quantitative reviews using Meta analytic procedures on turnover and the three operationalization of promotions. Twenty-one correlations from twenty different published studies were used in the meta-analyses. The total numbers of respondents included in the study were 7,675. Individual samples sizes ranged $n=68$ to $n=2,192$. The respondents were employed in a variety of different occupations in a diversity of industries. The correct mean correlation representing the relationship between promotion satisfaction and turnover was not significant ($r = 0.037$). The corrected mean correlation between perceptions of promotional opportunity and turnover also failed to reach significance ($r = 0.09$).

The results reveal two important findings:

- a) Actual promotions are negatively related to turnover, and
- b) Perceptual measures of promotion (satisfaction and perceived opportunity) are unrelated to turnover.

The significant negative relationship between actual promotion and turnover indicated that employees advance up the organizations hierarchy; they become less likely to withdraw from the organization.

This finding is consistent with an emerging body of literature on the concept of organizational advancement are often cited as primary causes of employee turnover. Similarly, non-promoted employees, when compared with their promoted cohorts, seem less attached to their co-workers, identify less with organizational goals, maintain a less positive image of the organization, have stronger intentions to quit, and actually withdraw from organizations more frequently. Promotion, therefore appear to occupy a central role in the management of human resource.

Teseema and Soeters (2006) studied promotion and development from within an employee performance among university lecturers in Pakistan.

The participants included full time university lecturers from 12 leading universities of Pakistan. A total of 115 questionnaires were distributed however 94 were received back making response rate as 82 percent and a sufficient sample size was collected for analyses of results.

The following hypotheses were tested:

1. Promotion practices are significantly and positively related with perceived performance of university lecturers in Pakistan.
2. Performance evaluation practices are significantly and positively related with perceived performance of the university lecturers in Pakistan.

The results found significantly positive correlation between promotion practices and perceived employee performance.

Rue (2003) views performance as the degree of accomplishment of the task that makes up an employee's job. It reflects how well an employee is fulfilling the requirement of the job. Performance is measured in terms of result. Job performance is the net effect of an employee efforts as modified by abilities, skills, role perceptions and results produced. Holzer et al (2004) carried out a study on the job performance and retention among welfare recipients. The data was from a 20-minute telephone survey administered to approximately 750 establishments in each of four large metropolitan areas of USA: Chicago, Cleveland, Milwaukee, and Los Angeles. The survey was administered between October 1998 and May 1999, a period in which labour markets in the US were unusually tight. Response rate averaged about 70 percent. The study looked at individual workers characteristics such as her race or ethnicity, whether she has a high school diploma, and whether she had any recent general or specific work experience when she was hired. Relevant establishment characteristics included the metropolitan area in which the establishment was located, whether the business was located, whether the business was located near a public transit stop, establishment size, and the establishments job vacancy rate. Characteristics of jobs included starting wage, whether the employer contributes to health benefit, and whether opportunities exist for promotion if job performance is satisfactory have been analysed. The key assumption was that performance of employees has fixed proportionate effects on the rate of exit, and these effects do not depend on the duration of employment. On the other hand, the evidence presented above suggests that overall job performance and retention rates among working welfare recipients appear to be quite favourable. Most employees were considered to be as good as or better than the typical employees hired into these jobs. Average retention rates appeared to be fairly high (though they might be upwardly biased to some extent). On the other hand, a significant fraction of these workers are found to experience serious difficulties with performance and retention. Certain problems, like absenteeism and soft deficiencies were quite pervasive. These problems were highly correlated with measures of poor performance. Sarmiento and Beale (1999) carried out a study on the topic Determinant of performance among shop-floor employees. The aim of the study is explore the determinants of perceived job performance in a sample of shop-floor employees in a manufacturing plant in northern Mexico. Using a sample of 49 employees, of whom 25(51 per cent) were male, and 24(49 per cent) were female. Statistical analyses were performed with the data in order to test for the reliability and validity of the measures, and also to test the three main research hypotheses.

The following hypotheses were tested.

1. Job satisfaction is positively related to job performance.

The findings indicate that job satisfaction is positively and significantly related to job performance.

Herzberg says "Having fewer dissatisfiers does not motivate a worker to do a good job, but only to stay in it."

Worker performance clearly depends on their level of motivation, which stimulates them to come to work regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of a manufacturing system depend on the quality and motivation of the industry human resources. Therefore, employees' motivation is likely to have effects on the delivery of their product and the outcome of care and performance of work. There, low motivation and poor job satisfaction have a negative impact on the manufacturing industry, harmfully affecting job performance, as well as the quality of products. The productivity of employees is not just a matter of how motivated they are for the job, it is also a matter of how well trained and prepared they are for the job. To better understand the factors influencing the motivation and performance of work to develop and test relevant methods of assessment, which will better help to design context-specific strategies for improvement.

METHODOLOGY

3.0 INTRODUCTION

This chapter focuses on the methods or techniques used to collect data for the study. The chapter provides the techniques of sampling as well as description of the methods and procedures that were used to collect data for the study. The study adopts the multiple approaches which gives the researcher the opportunity to conduct a survey, describe events and give explanation of phenomena. This chapter also spells out the population of the research; that is where the research was carried out; identifies of the research population and sample. It gives an explanation as to why the particular population was selected for the research. The chapter concludes on the tools for the data analysis.

3.1 RESEARCH DESIGN

The research design used in the study was survey design, which describes events and gives explanatory of phenomena as they naturally transpired and without intervention from the researcher (Bernard 2005). The data collected was gathered from primary and secondary sources. The primary sources comprised of basically a questionnaire which contained closed ended and open-ended questions. Both close and open ended questions were posed in the survey questionnaire which is a tool through which the research was carried out. Such as questions were direct and offered concrete options which the respondent choose from and expressed their view on the subject. The secondary sources were obtained from text book, brochures, journals, online references, published and unpublished research and report. Additionally, both qualitative and quantitative data collection methods are used. The qualitative approaches were used because it is highly structured and which allows for the cost efficient and less tedious data analysis' Schutt (2006). The qualitative data on the other hand allow researcher to collect responses from respondents and allows them to views on the questions and make concrete suggestions. In addition to descriptive, the study is also explanatory in design because there was intent to explain the cause and effects between motivation and employee performance.

3.2 POPULATION

In order to have a more comprehensive data that would warrant objective analysis and a valid conclusion, the study targeted population is the employees in the manufacturing industry in Ghana. The more these businesses increase in number the more complex they become.

The population of interest for the study is the total employees in the manufacturing industry in Ghana. Based on the number of letters which were sent out by the researcher for request for information, five (5) companies expressed explicit consent for their employees to participate in the study.

- 1) POLYTEXT
- 2) LATEX FOAM
- 3) ASH FOAM
- 4) POLY TANK
- 5) MAC BOAT CO. LTD

A sample of 150 was selected for the study, with 30 respondents from each company comprising both management and other employees across all the selected companies. This would allow the researcher to be able to generalized his findings and make appropriate recommendations. According to Cohen (1969), a large sample size of about 150 in needed to achieve a strong power of a test for a research. Hence 150 were taken to achieve the strong basis of a test needed for the study.

3.4 SAMPLE PROCEDURE

The researcher adopted the stratified random sampling, which is a probability sampling technique. The researcher divided the population into three relevant strata: top level management, middle level management, and lower level management. A sample frame was then developed from each stratum. Each employee in the three strata was given a code. The required sample size was selected from each stratum using random sampling. As a result, 15 respondents from top level management were selected, 37 respondents from middle level management were selected and 100 respondents were selected from the lower level management. The researcher divided the population into three strata because employees within these levels of management have different chances of advancement. Collecting information on employees from different levels made the sample more likely to be representative of the population for the research. In all 150 respondents were sampled from the sample frame. All the respondents were administered with questionnaires by the researcher, out of which 120 were received, about 80per cent response rate.

3.5 DATA COLLECTION INSTRUMENTS

The main instrument used by the researcher in collecting data for the study was a questionnaire. The questionnaire is a primary source of information the researcher received directly from the respondents. The advantage of the questionnaire is that when it is properly understood and implemented, it simplifies the stage of data analysis. This is because information is well organized which form the basis for analytical tools. The questions were fully structured according to the objectives of the study. The questionnaire was divided into five sections, section A, was the person details or bio data, section B, contained the first objective, which state: To determine the effect of training and development on employee performance in the manufacturing industry in Ghana, about the second objective which is: To assess the effect of promotion on employee performance in the manufacturing industry in Ghana. There were seven questions under this section which aimed at bringing out responses as the effect managerial practices have on employee's chances of promotion. Section D contained objective three (3) and four (4) with equal number of questions and section E contained questions to assess the employee performance. The questions are both qualitative and

quantitative, which is in line with the objectives of the study. In addition, both open and close ended questions were posed in the survey questionnaire. Both questions were direct and offered concrete options which the respondents choose from and expressed their views on the topic studied.

3.6 DATA ANALYSIS TOOLS

The data gathered through the questionnaires was analysed using simple frequency, percentage distribution tables, pie charts and graphs. (See Chapter Four)

3.7 THIS CHAPTER DESCRIBED THE METHODS AND TECHNIQUES USED TO COLLECT DATA FOR THE STUDY:

Topics treated included the research design, population, sample size, sample procedure, research instrument, etc and ended with data collection instrument.

DATA ANALYSIS AND DISCUSSIONS OF FINDINGS

4.0 INTRODUCTION

This chapter looks at the analysis, interpretation and presentation of the data collected by the researcher from the respondents during the study. The presentation and analysis of the findings are done in order to enhance the reader's understanding of the results. The chapter also presents the data collected and analysed using tables and graphs. The analysis is done in sections. Section A: represents bio-data, Section B is qualitative analysis; Section C is about managerial practices and Section D: employee motivation. The following are the analysis and interpretation of the responses.

**4.1 SECTION A: BIODATA
GENDER OF RESPONDENTS**

The first question in section A sought to find out the gender of the respondents. The analysis of their responses is captured in the table below.

Table 1: GENDER DISTRIBUTION OF RESPONDENTS

Gender	Frequency	Percent
Male	71	59.2
Female	49	40.8
Total	120	100.0

Source: Field data, 2014

From the table above, it is evident that out of the one hundred and twenty (120) respondents, seventy (71) respondents representing 59.2% were males whereas forty nine (49) representing 40.8 were females.

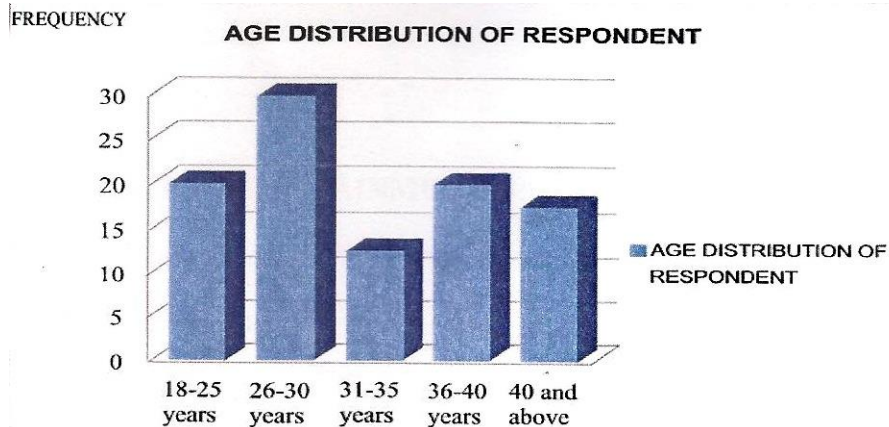


Figure 1

4.2 AGE DISTRIBUTION OF RESPONDENTS

The research also sought to find out the age distribution of the respondents. The responses are analysed in the table 2.

Table 2

AGE	FREQUENCY	PERCENT
18-25 YEARS	24	20.0
26-30 years	36	30.0
31-35 years	15	12.5
36-40 years	24	20.0
41- and above	21	17.5
Total	120	100.0

Source: Field data, 2014

From the table above, thirty six (36) of the respondents which represent (30 percent) were between 26-30 years whiles twenty four (24) respondents representing 20% were between 18-25 years, twenty four (24) respondents representing 20% were between 36-40. Twenty one (21) respondents representing 17.5% were 41 and above years and fifteen (15) respondents representing 12.5% were between 31-35 years. The results indicate that the employees in the manufacturing industry in Ghana are youthful workforce.

4.3 EDUCATIONAL ATTAINMENT OF RESPONDENTS

Respondent were also asked to provide their educational qualifications. The responses are analysed in the table below.

Table 3

Educational attainment	Frequency	Percent
High school graduates	12	10
Diploma	20	16.7
First degree	60	50
Masters degree	26	21.7
Doctorate degree	2	1.6
Total	120	100

Source: Field data, 2014

From the above, sixty (60) respondents representing 50% of all respondents have first degree certificate. Twenty six (26) respondents, representing 21.7% have master's degree, whereas twenty (20) of the respondents representing 16.7% have diploma certificates, twelve (12) respondents representing 10% are high school graduates and two (2) respondents representing 1.6% have doctorate degree. The researcher can therefore conclude that, half of the respondents were first degree certificate holders.

4.4 MARITAL STATUS OF RESPONDENTS

The respondents were required to provide the information in relation to their marital status. The following responses were gathered

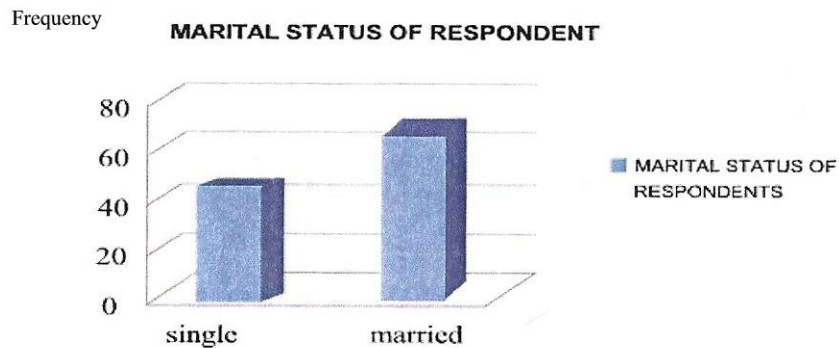


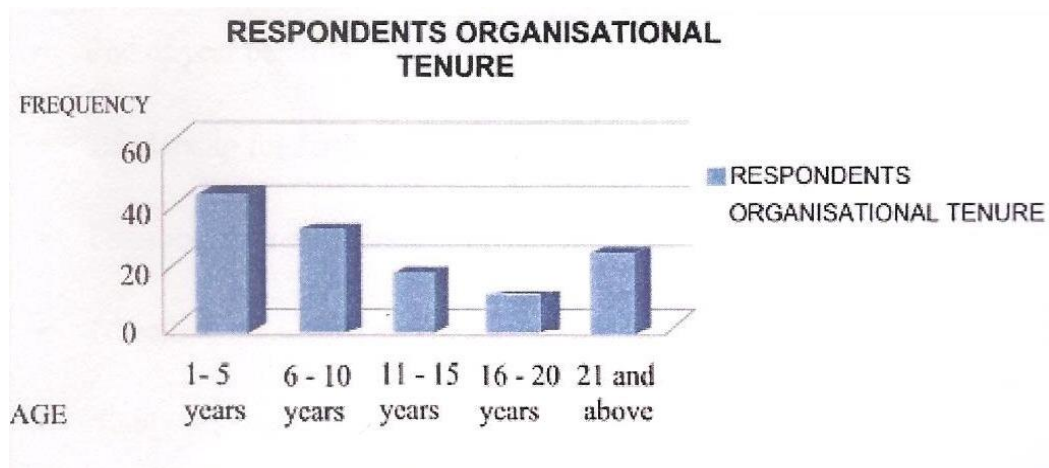
Figure 2

From the above diagram, seventy two (72) of the respondents which represent 60% were married whiles forty eight (48) of the respondents representing 40% were single. This indicates that the number of married respondents is greater than the respondents who were single.

4.5 TENURE OF RESPONDENTS

The researcher also wanted to know how the respondents have stayed in their organizations. The data was gathered from the respondents is represented in the graph below.

Figure 3: THE RESPONDENTS ORGANIZATIONAL TENURE



from the above diagram, fifty four (54) of the respondents representing 45% have been in their organization 1-5 years, twenty four (24) respondents representing 20% have between 6-10 years tenure, while seventeen (17) of the respondents representing 14.2% have 21 and above tenure. Twelve (12) and thirteen (13) of the respondents have work for their organizations for 11-15 and 16-20 years, who represent 10% and 10.8% respectively. It can be observed from the data that turnover in the manufacturing industry is low since majority of the respondents have spent five (5) or more years in the organizations.

4.6 SECTION B: QUALITATIVE ANALYSIS

Mention any incentive package designed by management to motivate you? Respondents were asked the above question and the following responses were given.

- Housing allowance
- Increase in salary
- End of year benefits
- Scholarship for further education
- Transportation allowance
- Travelling allowance and bonuses
- Good supervisory relationship
- Recognition to hard working and staff
- Study leave with pay
- Cooperation from co-workers
- Job promotion and training-

From responses the researcher realized that majority of the respondents were in financial form of incentives than the non financial. So management should therefore consider both the financial and non-financial forms of incentives if they want to motivate the employees better.

Respondents were required to provide some career advancement opportunities in their organization.

The following responses were given;

- Training and development
- Workshop and seminars
- Leadership opportunities
- Promotion to higher performance

4.7 SECTION C: MANAGERIAL PRACTICES ON EMPLOYEE MOTIVATION.

MANAGERIAL PRACTICES

The first question in section C sought to find out whether managerial activities in the respondents organization affect his or her chances of advancement. The following Responses were given.

Table 4: A distribution of managerial practices

Managerial practices	frequency	percent
Yes	60	50.0
No	48	40.0
Not sure	12	10.0
Total	120	100.0

Source: Field data, 2014

The result from above table indicate that, sixty of the respondents representing 50% respondent that managerial practices in their organization really affect their chances of advancement whereas forty eight (48) of the respondents which represent 40% disagree that practices of management affects their chances of progressing their organization. Twelve (12) respondents representing 10% were not sure that managerial practices really affect their advancement chances. Management should therefore formulate policies and programs that will give employees the opportunity to develop their talent and abilities.

4.8 EMPLOYEE INVOLVEMENT IN DECISION MAKING PROCESS

The second question in section C was to find out whether management involves employees in decision making processes. The following were the responses gathered.

Table 5: A distribution of employee involvement in decision making process

Employee involvement	Frequency	Percentage
Yes	60	50.0
No	60	50.0
Total	120	100.0

Source: Field data, 2014

As indicated in the above table, exactly the total number of respondents who agreed that management involved them in the decision making process equals those that disagree. Each representing sixty (60 respondents and 50% respectively). Employee involvement in the decision making process is important because it makes employees feel part of the organization which boost their loyalty and performance.

4.9 PRAISES RECEIVED FROM MANAGEMENT

This question sought to find out whether they receive praises from management and their supervisors from doing a good job. The respondent's opinions are captured in the figure below.

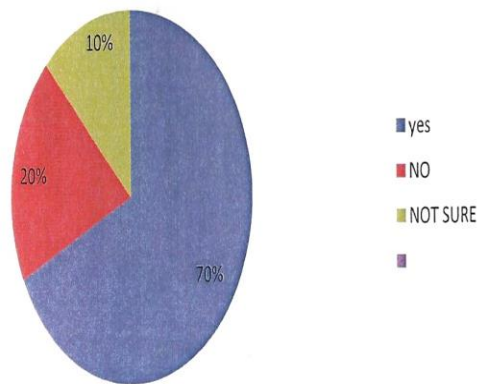


Figure 4

As indicated in the figure above, eighty four (84) respondents representing 70% of all the respondents have positively agreed that they do receive praises and acknowledgement from management for doing a good job. Twenty four (24) of the respondents which represent 20% that they do not receive praises from management for doing a good job, whiles twelve (12) of the respondents representing 10% were indecisive or not sure. The results indicate that employees are particularly about action and inactions of management which in a way served as a motivator.

4.10 BUDGETS FOR EMPLOYEE TRAINING AND DEVELOPMENT

The respondents were also asked whether the organization have budget for employee training and development. Their responses are analysed in the figure below.

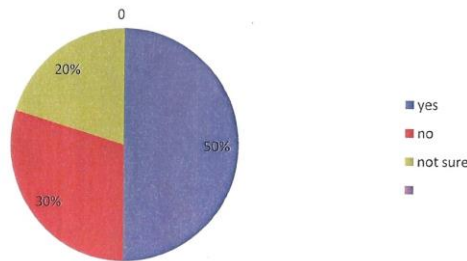


Figure 5

The figure above depicts that sixty (60) of the respondents representing (50%) of the total number of respondents believe that their organization have budget for employee training and development. Thirty six (36) of the respondents representing 30% also believe that there is budget for training and development whereas twenty four (24) of the respondents representing 20% were not sure that their organization have budget or not. The budget for training and development shows how the organizations are committed towards developing and upgrading for knowledge, skills and competences of their work force.

MOTIVATION TO WORK

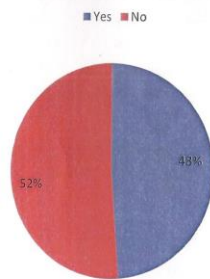


Figure 6

4.11 MOTIVATION TO WORK

The inquiry was made to find how employees in the manufacturing industry are being motivated with their work. The result showed that 48% of the employees are motivated and about 52% of them are not motivated to work. Unfortunately about half of the number of employees are not motivated which is a large percentage. This indicates that, there is a serious problem with motivation among employees.

FACTORS OF DE-MOTIVATION

- work place violence
 - long working hours
 - shortage problem
 - unreasonable workload
- workplace hazard and injuries
 - effect of night shift
 - feeling under paid
 - lack of appreciation

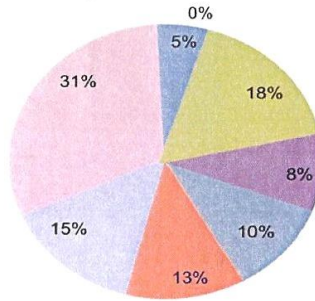


Figure 7

4.12 FACTORS OF DE-MOTIVATION

The research inquired to find out factors that might affect employee's motivation and performance. The highest number agreed that lack of appreciation is affecting their performance more. 31% agreed that lack of appreciation is the reason of being de-motivated. 15% seen that, unreasonable workload as a factor of de-motivation. 13% feeling that their payment is unfair comparing with other employees. 10% are suffering from shortage problem. 10% got a problem with night shift; while 18 of the employees found long working hours as a problem for them. 5% only agree that workplace violence is a factor of de-motivation. None of the employees are suffering from workplace hazard of injuries it could be because of the high technique used in the organization to prevent such problems.

JOB SATISFACTION

- Not
- Poor
- Fair
- Well
- High

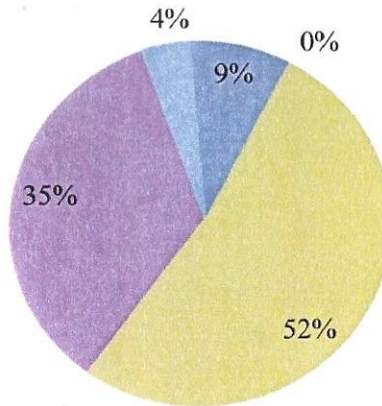


Figure 8

4.13 JOB SATISFACTION

The inquiry showed how satisfied the employees are with their work. The highest rate was given as fair satisfaction which is not the rate needed to satisfy the employees to work and be creative at their work. 52% of the employees rate their satisfaction as fair satisfaction. 35% are well satisfied with their work. 9% are well satisfied with their job. 4% are satisfied but this is a very low rate to perform a good job.

RECOGNITION OF THE EFFORTS BY THE BOSS

■ Not ■ Poor ■ Fair ■ Well ■ High

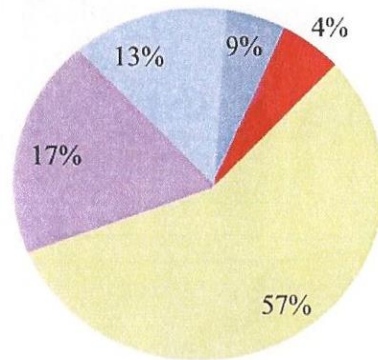


Figure 9

4.14 RECOGNITION OF THE EFFORTS BY THE BOSS

This inquiry showed the recognition of the efforts by the boss. The bosses need to recognize the work and the effort of the employees because they have an effect on the performance and motivation of the workers. 57% feel their boss is fair by recognizing their efforts. 17% agreed it is well organized. 13% are highly recognized, but 9% of them are not recognized which is unfair for an employee to do effort with no appreciation. 4% feel that their boss is poor recognizing their effort.

FAIRNESS OF PAYMENT

■ Yes ■ No

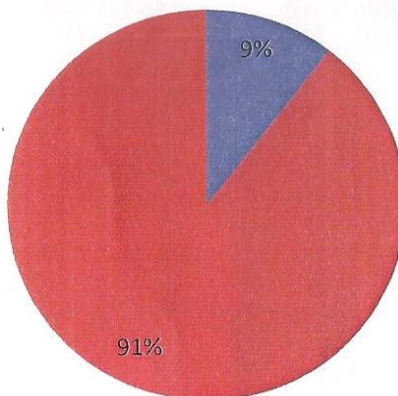


Figure 10

4.15 FAIRNESS OF PAYMENT SYSTEM

The inquiry was made to find out the fairness of the payment system of employees comparing to other workers. 91% feel that their payment is unfair, which is a very huge number. Only 9% are satisfied with their salary.

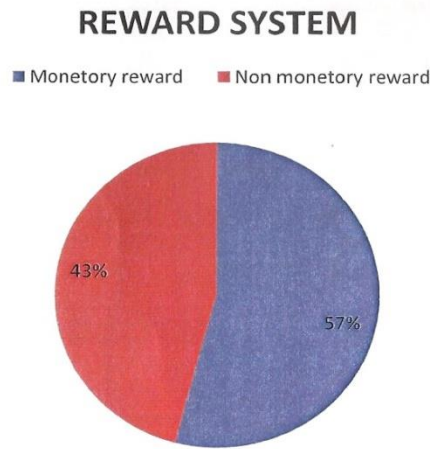


Figure 11

4.16 REWARD SYSTEM

The inquiry was made to find information about the reward system followed in the manufacturing industry. Monetary reward considered one of the important rewards to the employees as seen in the figure. 57% agreed that monetary reward is important to them. 43% seen non-monitory reward is much important to them like education, promotion or growth opportunities.

SECTION D: EMPLOYEE MOTIVATION

The respondents were given different responses alternatives to choose from. Starting from strongly disagree, disagree, not sure, agree and strongly agree, to examine the respondents motivational levels. The responses given are analyzed in the table and graph below.

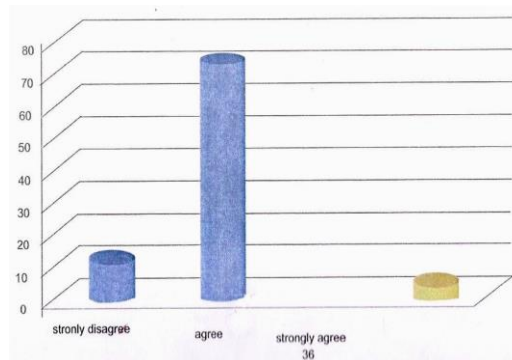


Figure 12

4.17 MANAGEMENT INTEREST IN EMPLOYEE MOTIVATION (WELFARE)

From the figure above, seventy two (72) of the respondents, 70% of the total number of respondents has agreed that management has a great interest in motivating employees in other to get the best out of them, whereas thirty six (36) respondents representing 30% have strongly agree. However, twelve percent (12%) respondents representing 10% strongly disagree.

From the result it is evident that motivating employees to put on their best performance is the key interest of managers in the manufacturing industry in Ghana.

4.18 RANK THE FOLLOWING FACTORS THAT MOTIVATE YOU THE MOST

Respondents were asked to rank seven motivation factors, beginning from the factors that motivate them the most from first (1st) to seventh (7th). These factors include; salary increases, promotion, training and development, leadership opportunities, recognition, work environment and job security. The responses are analysed in the table below.

Table 6: RANKING AND FREQUENCIES

Motivational factors	1st	2nd	3rd	4th	5th	6th	7th	total
Salary increase	72	12	24	12	-	-	-	120
Promotion	36	60	12	12	-	-	-	120
Training and development	36	24	12	36	12	-	-	120
Leadership opportunities	-	12	-	36	12	36	12	120
Recognition	-	24	12	-	36	24	24	120
Work environment	-	36	12	12	12	48	-	120
Job security	36	36	48	12	10	12	-	120

From the table above, majority of the respondents that is seventy two (72) of them representing 60% of the total number of respondents ranked salary increases as the highest motivating factor. Sixty (60) of the respondents representing 50% of the total number of respondents ranked promotion as the second highest motivating factor. Forty eight (48) representing 40% ranked job security as the third motivating factor. The table indicates that, equal number of the respondents that is thirty six (36) and representing 30% of the total number of respondents ranked training and development and leadership opportunities as the fourth motivating factor. Thirty six (36) of the respondents representing 30% of the total number of respondents ranked recognition as the fifth motivating factor. Forty eight (48) representing 40% ranked work environment as the sixth motivating factor whereas twenty four (24) respondents representing 20% ranked recognition as the seventh motivating factor. The result indicate that the salary increases, promotion and job security is valued by majority of the respondents in the manufacturing industry in Ghana.

DROPPING OUT RATE

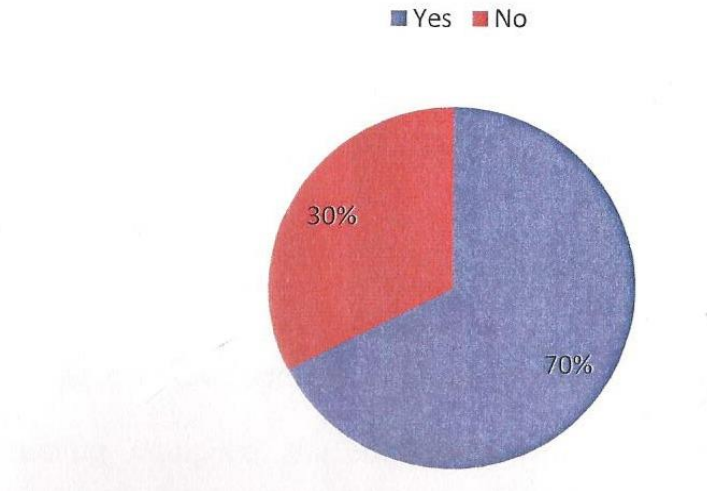


Figure 13

4.19 DROPPING OUT RATE

The inquiry was made to find information about dropping out and turnover problem with employees, since it is a serious universal problem. According to the result 70% of the employees agreed that there is a dropping out problem in the manufacturing industry. 30% only do not feel dropping out as a problem in the industry.

4.20 DISCUSSION OF FINDINGS

The study is particularly important because rewards are an effective means of retaining employees and averting burnout on the job. According to Schaufeli et al. (2002), the burnout commonly experienced by employees at work can be countered by reward. Effective management of reward can help preclude feeling of lack of fulfilment, their negative, and their lack of dedication when performing their task. Again, the findings from the study indicated that employees who have higher promotion opportunities perform better than employees with low promotion opportunities. The reason is that promotion comes with certain benefits such as increased in pay, privileges, responsibility, prestige status and authority. These factors act as a catalyst to the employees to perform better than unprompted employees. The other reason is that it serves as a fulfilment of their objective, boosting their confidence and moral to put in their best to get to the top of the organization. In addition, training and development as found to have significant influence on employee performance. Training equipped the employees with skills, knowledge, experience and techniques that he or she need for efficient job performance. It corrects deficiencies which impede their performance and prepare the employees to assume new roles in the organization. They contribute to product and service quality, minimized wastage, and reduces cost of production. Furthermore, results from the studies indicate that employees with high career development opportunities perform better than employees with low career development opportunities. This is because the path of progression in the organization exerts a motivational impact on such employees to put in a considerable effort to achieve their dreams. It also eliminates absenteeism and enhances the loyalty of these employees thereby resulting in higher job performance of each employee. Career development to programme enables a deeper focus on employee's aim and aspirations- from identification on the handicaps being faced by an employee in accomplishing his goals to the solutions in terms of re-skilling or reassignment. This focus acts as the significant motivator for an employee to excel and exceed the target. Unmotivated Staffs have a bad effect on the delivery of their product. If an employee cannot find anything that motivates him/her to do the work, leaving the work place could be the better idea; instead of doing mistakes that could affect their products. From the study, the result indicates that the majority of the respondents were youth with few something above 40 years. From the responses given, sixty (60) of the respondents representing 50% have responded positively to managerial activities in their organizations which really affect their chances of advancement in the organization. It is also evident from the studies that 60% of the respondents indicated that management is interested in motivating employees to put on their best. Respondents however holds different view either there is periodic increases in their salaries. Employees' motivational factors change overtime, thus, what motivates one today may not motivate him or her tomorrow.

4.21 SUMMARY TO THE CHAPTER

This chapter gives the analysis, interpretation and presentation of the data collected from the field survey; it shows the biographic analysis of the respondents and, interpretation, and presentation of the responses using statistical tools.

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

In this chapter, the summary and findings are presented. Conclusions and recommendation are also made.

The previous chapter sought to analyse information that was gathered from the research questionnaire.

The researcher went further to examine the key questions that were critical to the achievement of the objectives that were stated in the introduction of the study. Relevant conclusions were drawn from the selected question. In the first and last chapter, the researcher presents a summary of the whole research work. This section will move on further to make suggestions and recommendations that will aid the management of the manufacturing industry in Ghana.

5.1 SUMMARY

The research investigated the impact of motivation on employee performance in the manufacturing industry in Ghana. The purpose of the research is to: determine the effects of training and development in the manufacturing industry in Ghana, to assess the effects of promotion on employee performance in the manufacturing industry in Ghana, to examine what employees perceive as motivation and to determine the appropriate methods of motivating staff. Using a sample of 150, respondents were selected for the study from five manufacturing companies' in Ghana. Out of 150 questionnaires distributed. 120 were received by the researcher representing 80% response rate. To be able to achieve the above purposes, the following research questions were investigated: what is the effect of training and development on employee's performance? What do employees perceive as motivation factors and what are the appropriate tools for motivating staff in the manufacturing industry in Ghana? The study had its own limitations which included lack of finance, difficulty in getting responses from the respondents, and time limitation.

The theoretical frame was based on Herzberg's two factor theory' which is subcategorized into 'hygiene factors' or motivators'. The two factor theory is basically about the attitudes of employees towards their job, which can either lead to satisfaction or dissatisfaction. The hygiene factors studied included the following: working conditions, the level and quality of supervision, job security, salary and interpersonal relations. The motivators considered were: the nature of the work that they do, the sense of achievement, the responsibility that is bestowed upon them, and their interpersonal growth. The findings from this study indicate that, employees who have higher promotion opportunities perform better than employees with low promotion opportunities. The reason is that, promotion comes with certain benefits such as increased in pay, privileges, responsibility prestige, status, and authority. These factors act as a catalyst to the employees to perform better than unprompted employees. The other reason is that it serves as a fulfilment of their objective, boosting their confidence and moral to put in their best to get to the top of the organization.

In addition, training and development were found to have significant influence on employee performance. Training equips the employees with skills, knowledge, experience and techniques that he or she will need for efficient job performance. It corrects deficiencies which impede their performance and prepare the employees to assume new roles in the organization.

They contribute to product and service quality, minimized wastage, and reduces cost of production.

Furthermore, results from the study indicate that employees with high career development opportunities perform better than employees with low career development opportunities. This is because the path of progression in the organization exerts a motivational impact on such employees to put in a considerable effort to achieve their dreams. It also eliminates absenteeism and enhances the loyalty of these employees thereby resulting in higher job performance of each employee. Career development programme enable a deeper focus on employee's aims and aspirations- from identification on the handicaps being faced by an employee in accomplishing his goals to the solutions in term of re-skilling or reassignment. This focus acts as a significant motivator for an employee to excel and exceed the targets.

5.2 CONCLUSIONS

In conclusion, the researcher investigated the impact of motivation on employee performance in the manufacturing industry in Ghana. Using 120 respondents from 5 manufacturing industries in Ghana, qualitative and quantitative data are analysed using tables and graph. The research revealed that training and development, promotion have a significant on employee performance. The researcher has therefore made a significant contribution in the area of employee development in the manufacturing industry in Ghana. From the study, the result indicates that the majority of the respondents were youth few above 40 years.

From the responses given, sixty of the respondents representing 50% have responded positively that managerial activities in their organizations really affect their chances of advancement in the organization. It was also evident from the studies that 60% of the respondents indicated that management is interest in motivating employees to put on their best.

Respondents however hold different view that there is a periodic increase in their salaries. Employees motivational factors change overtime, thus, what motivates one today may not motivate him or her tomorrow.

Motivation is the internal process leading to behaviour to satisfy needs. Motivated employee's help organization survive as motivated employees are more productive. To be effective, management need to understand what motivates employees within the work they perform, and to recognize motivation and performance to find out motivation effects on employee performance. They need also to recognize basic need theories that help with these issues.

In this research, we have also focused on the effects of the motivation on the employees. In doing so; we had focus on the quality of performance. Managers in the manufacturing companies and other companies need to know how to motivate their employees to keep them from burning out or being de-motivated. De-motivated employees can be very unproductive at the workplace.

Finally, motivation has a good effect and impact on the overall performance of employees in the manufacturing industry in Ghana.

5.3 RECOMMENDATION

The finding of study suggests that both intrinsic and extrinsic rewards are equally important in ensuring that employees do their best. Thus managers need to keep these in mind as they come up with ways to further motivate their employees into providing excellent service. Managers should consider developing the human capital of their organizations by offering them advancement opportunities. Thus both hygiene and motivation factors are important in promoting employee performance. Findings from the research also indicate that most of the employees were under impression that incentive packages improved over time. However, this did not portray the highest rated work performance by all employees. Most employees stated that managerial motivational practices improved their career advancement prospects to a great extent (more than 70% of employees). It might be interesting to explore impact of supervisory behaviour on the employees. Since supervisors evaluating the work performance; further study is needed to explore the influence of supervisor's expectancies on the employees work evaluation. The supervisor may identify goals to the employees in the beginning of the year and then to evaluate the employees according to these goals. Again, the findings from this study indicate that, employees who have higher promotion opportunities perform better than employees with low promotion opportunities. The reason is that promotion comes with certain benefits such as increased in pay, privileges, responsibility, prestige, status, and authority. These factors act as a catalyst to the employees to perform better than unprompted employees. The other reason is that it serves as a fulfilment of their objective, boosting their confidence and moral to put in their best to get to the top of the organization. I therefore wish to suggest that promotion should be given to employees to encourage them to work more effectively because progression through promotion can exert a motivational impact on any individual joining an organization as well as on those who have put in considerable length of service. Promotion is therefore highly beneficial and forms a selling point for the organization. Also, training and development was found to have significant influence on employee performance. Training equipped the employees with skills, knowledge, experience and techniques that he or she will need for efficient job performance. It corrects deficiencies which impede their performance and prepare the employees to assume new roles in the organization. They contribute to product and service quality, minimized wastage, and reduces cost of production. The researcher wishes to suggest that there must be regular review and evaluation of training and development programs to make them more relevant to the needs of the organization. Furthermore, results from the studies indicate that employees with high career development opportunities perform better than employees with low career development opportunities. This is because The path of progression in the organization exerts a motivational impact on such employees to put in a considerable effort to achieve their dreams. It also eliminates absenteeism and enhances the loyalty of these employees thereby resulting in higher job performance of each employee. Career development programme enable a deeper focus on employee's aims and aspirations- from

identification on the handicaps being faced by an employee in accomplishing his goals to the solutions in term of re-skilling or reassignment. The focus acts as the significant motivator for an employee to excel and exceed the targets.

From the study, the results indicate that the majority of the respondents were youth with few above 40 years. From the responses given, sixty of the respondents representing 50% have responded positively that managerial activities in their organizations really affect their chances of advancement in the organization. It was also evident from the studies that 60% of the respondents indicated that management is interested in motivating employees to salaries. Employees motivational factors change overtime, thus, what motivates one today may not motivate him or her tomorrow.

Consultation involves others in decisions which have a direct influence on their work role, especially when their opinions have the potential to make a difference. Consultations facilitate good team working, support, respect for the roles and contributions of others to provide a motivating work environment which is another way to increase the production of the employees.

Finally, it is recommended that employees are indispensable assets of the organization. They are instrumental in the achievement of organizational goals and objectives. Therefore employees need to be motivated to work effectively.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

Due to time limitation, was a major hindrance since the time to carry out the study was too short for the researcher to find out more about what employees perceived as motivation factors.

Whether they perceive monetary or non-monetary reward as a motivation factor. So in future those who want to research about this topic must have enough time to investigate or examine more about this issues in different areas of industry sectors so that managers will know how to motivate their employees to work effectively so that the organization can achieve its goals and objectives.

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