

Effectiveness of Employee Motivational Strategies: A Case Study of Offinso College of Education

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Abstract

Teachers in Ghana have expressed a lot of dissatisfaction about the lack of human resource development, poor working conditions, poor remuneration and poor human relations. There are motivational strategies that motivate employees and improve their effectiveness. These motivational strategies, even though are in place, have had little impact on employees. This study was therefore carried out to identify the motivational strategies that are implemented in the Ghana Education Service with emphasis on Offinso College of Education [OCE] and their effectiveness towards performance. The researcher adopted purposive sampling to gather data from the administrative heads, convenient sampling technique for tutors as well as simple random sampling to gather data from non-teaching staff. The descriptive study design was adopted for the study with the case study approach been used. A sample size of one hundred and ten (110). The mixed study approach was used thus both qualitative and quantitative data were gathered from both primary and secondary sources of information. Questionnaires, focus group discussion as well as interview were the instruments used in the data gathering process. Descriptive statistics was used to analyze the data with the aid of the Statistical Package for Social Scientist (SPSS) which was presented with tables, frequencies and percentages and mean. The study found job security and job flexibility, opportunity for advancement and promotional opportunities as somehow strong motivational packages that exist in the college while communication gap, the lack of being duly recognized, lack of accommodation, job interference, and poor remuneration were some motivational challenges employees face that affect their effectiveness. The study therefore recommends the deepening and institution of more intrinsic and extrinsic motivational packages to enhance their effectiveness.

Keywords: Effectiveness, Employee, Motivational Strategies, College of Education, Ghana Tertiary Commission (GTEC.)

Background to the Study

The overall performance of an organization in achieving its strategic objectives relies heavily on the performance level of employees. Employee performance is a function of ability and motivation, where ability is comprises of skills, training, resources required for performing a task, motivation however, is the inner force that drives an individual towards something. Most organizations, be it in product provision or service delivery have specific tasks and objectives to accomplish and in accomplishing these goals and objectives, people of diverse background both skilled and unskilled are needed. This makes the human resource of any organization; its greatest resource. Motivation can therefore be defined as an individual's degree of willingness to exert high level of efforts to reach organizations goals. (Robin & Decenzo, 1985). Motivation is one of the most important concepts of psychology and very vital for managers. It is a factor that exercises a powerful force on activities. Motivations are an accretion of diverse practices which effects and direct our behavior to accomplish a certain particular goal. (Baron,1983). These definitions reveal that the human resource of any organization is its valued assets and that management of people at work must be an integral part of the management process. It must also be emphasized that the human element and the organization are synonymous. Managers have the task of ensuring that employees at every level of the organization have the necessary abilities, skills and the willingness for the organizational success.

A well-managed organization usually sees an average worker as the root source of quality and productivity gains and such organizations do not look at capital investment but to employees as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals and objectives therefore, it is important for organizations to ensure that employees are satisfied and committed to their jobs and are willing to make an impact. Motivation is a psychological process and a recent data base comprehensive analysis concluded that competitiveness problems appear to be motivational in nature (Miner, Ebrahimiandwicket,1995).Motivation is the process that arouses, energizes, directs and sustains behavior and performance, (Luthans, 1998). It therefore becomes a process of stimulating people to action and to achieve desired tasks. Every organization wants to be successful and has the desire for constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Employees must be persuaded and influenced towards task fulfillment and this can be achieved if the necessary motivational strategies are implemented (www.javitch.com) for achieving prosperity, organizations must design different strategies to compete with their competitors, as well as strategies that can help motivate employees to achieve excellence with measures that can improve the performance of the organizations. Very few organizations believe that the human personnel are its main assets, which can lead them to success or failure if not focused well. Unless and until, employees of any organization are, are motivated for the task fulfillment and goal achievement no organization can progress or achieve success.

Organizations will want to seek for individuals who are motivated to perform creditably at the workplace, in doing so, the organization recruits people who have the ability to motivate others with whom the work; superiors, peers, subordinates to work towards accomplishing an organized goal or task. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Harvard press 2005). Increased motivation creates the conditions for a more effective workforce, but because work motivation is an interactive process between workers and their environment, good management and supervision are still critical factors in reaching organizational goals (Hornby and Sidney, 1988). In order for organization to be successful; employees must be willing and able to perform their jobs competitively. Management in today's world is about management in times of rapid change (Robins, 2000). It is the responsibility of human resource managers to motivate and retain employees. A well-managed organization which is able to manage and retain its employees has the following competitive advantages: reduced turnover, an increase in productivity, reduced absenteeism, increased revenue and improved performance. It can also be emphasized that it sometimes becomes extremely difficult for employers to understand employees and know what motivational strategies work for each employee.

Statement of the Problem

Teachers in Ghana have expressed a lot of dissatisfaction about the lack of human resource development, poor working conditions, poor remuneration and poor human relations that exist in schools, (Bame, 1975). This is evident in the fact that there are a lot of complaints among employees of Offinso College of Education about low salaries, poor working conditions, and poor working environments, absence of prestige, lack of recognition, poor human relations, poor communication between management and staff and many more. These complaints have resulted in poor delivery of service, lateness, absenteeism, redundancy among employees. The Ghana Education Service is a public sector organization. There are thirty eight (38) public Colleges of Education whose mandate basically is to train teachers for the basic schools in Ghana. In the Ashanti Region for instance, there are six public Colleges of Education. Colleges of Education before the year 2004 awarded only certificate A', but with their upgrading to the tertiary level started to award Diploma in Basic Education and currently are awarding Degree in Basic Education.

The government of Ghana, in collaboration with Ghana Tertiary Education Commission (GTEC) has put in place many motivational strategies to help motivate college teaching and non-teaching staff and improve their effectiveness. Some motivational strategies in place are promotions, study leave with pay, car maintenance allowances, and heads of department allowances. Heads and Principals of Colleges of Education also have put in place strategies like giving breakfast and lunch to staffs as a means of motivation. Colleges of Education work in collaboration with institutions like the University of Cape Coast and GTEC. There are schemes like scholarships for employees to further their education, and this is done together with

the Ghana Education Trust Fund .These motivational strategies, even though are put in place to ensure effectiveness among employees, have had little impact on employees. These and many more necessitated the need to research into the motivational strategies that are implemented in the Ghana Education Service with emphasis on the Colleges of Education in Ghana especially Offinso College of Education and their effectiveness towards performance.

Objectives of the Study

The main objectives of this research are:

1. To identify motivational packages at Offinso College of Education
2. To examine employees perception on motivation packages at Offinso College of Education
3. To analyze the impact of motivational packages on employees performance at Offinso College of Education.
4. To determine the motivational challenges at Offinso College of Education

Research Questions

1. What are the motivational packages at Offinso College of Education?
2. What are the perceptions of employees on motivation packages at Offinso College of Education.?
3. What are the impacts of the motivation packages on employee's performance at Offinso College of Education.?
4. What are the motivational challenges at Offinso College of Education?

Significance of the Study

Improving employee performance has gained a lot of attention lately in the public sector especially with the introduction of the Single Spine Salary Structure which policy makers introduced with the aim of solving motivational problems in the public sector and improving efficiency, however, little efforts have been made to understand the factors that motivate employees and how best to develop strategies towards improving their effectiveness. The study will therefore help to bring out the motivational needs of teachers and non-teaching staff of Offinso College of Education and help develop strategies to minimize the issue of workplace inefficiency and ineffectiveness at Colleges of Education. The research will again help workers to realize their obligations and responsibility towards their duties at the workplace. It will again seek to inform policy makers to find measures to curb the present undesirable situation and understand motivational issues with regards to Colleges of Educations in Ghana.

Evolution of Human Resource Management

The historical trend of Human resource (Personnel was the title used for the workforce) function can be analyzed from varying viewpoints: the evolution of HRM as a professional and scientific discipline, as an aid to management, as a political and economic conflict between management and employees, and as a growing movement of employee involvement influenced by developments in industrial/organizational and social psychology. This historical analysis will demonstrate the growing importance of employees from being just one of the means of production in the 20th-century industrial economy to being a key source of sustainable competitive advantage in the 21st-century knowledge economy. Due to the abusive worker practices prior to the War, employees started forming trade unions, which played an important role in bargaining for better employment terms and conditions. There were a significant number of employment laws enacted that allowed the establishment of labor unions and defined their scope in relationship with management. Thus, personnel departments had to assume considerably more record keeping and reporting to governmental agencies. Because of these trends, the personnel department had to establish specialist divisions, such as recruitment, labor relations, training and benefits, and government relations.

Kahn (2006) the human resource management function has evolved from a routine transactional human resource to a more complex transformational human resource. They classify transactional human resource activities as encompassing routine bookkeeping tasks, for example, changing an employee's home address or health care provider, At this point in history (Pre World War II), there were very few government influences in employment relations, and as such, employment terms, practices, and conditions were left to the owners of the firm. As a result, employee abuses such as child labor and unsafe working conditions were

common. Some employers set up labor welfare and administration departments to look after the interests of workers by maintaining records on health and safety as well as recording hours worked and payroll, however, transformational human resource activities are those actions of an organization that “add value” to the consumption of the firm’s product or service such as a training program for retail clerks to improve customer service behaviour.

With the transformational activities the strategic importance of the HR function in the firm will be increased. Kavanagh, Gueutal, and Tannenbaum (1990) and Walker (1982), have also expressed their viewpoints of the evolution of human resource from the early 20th century to the late 21st century. They are in agreement with Thite and Kavanagh (2003) on the state of human resource in the early 20th century where the employee focus was on record keeping, however, they classify it with the term care taker position and the human resource as a strategic partner in the 21st century with the focus on the cost effectiveness of employee development. This is a much deeper stance than the classification of Thite and Kavanagh’s (2003) claim of the transformational human resource in the 21st century. Having stated this, these authors viewpoints converge on the evolutionary nature of human resource. This covers the period during and after World War II. In the 1940s and 50s, there was an ever growing role for personnel administration to cope with the rising challenges and demands of the job which included craft, supervisory training and labour disputes that were threatening employees and organizational efficiency. These new dimensions in employee management were exacerbated by developments in academia, professional managers interested in academics and consultants where efforts were devoted to study behavioral factors in job performance. Such developments include human relations’ school, which was pioneered by Elton Mayo and Kurt Lewin, who emphasized on improving the work environment and work groups as a strategy to improve productivity (Rush 1959; Robbins 1990; Torrington *et al.* 2005).

Another era in the evolution of human resource according to Bear (2005) is the cost effectiveness with increasing competition from emerging European and Asian economies, U.S. and other multinational firms increased their focus on cost reduction through automation and other productivity improvement measures. As regards human resource, the increased administrative burden intensified the need to fulfill a growing number of legislative requirements, while the overall functional focus shifted from employee administration to employee development and involvement. To improve effectiveness and efficiency in service delivery, through cost reduction and value-added services, the human resource departments came under pressure to harness technology that was becoming cheaper and more powerful. The prevailing management thinking regarding the use of computers in human resource was not a reduction in the number of employees needed in human resource departments but that their activities and time could be shifted from the transactional record keeping to more transformational activities that would add value to the organization. This change in the function of human resource management could then be clearly measured in terms of cost-benefit ratios to the “bottom line” of the company and also became the basis for assessing the cost effectiveness of the human resource function.

The concept of human resource has become of huge importance to both academics and management at large. This is due to the fact that the employees are the people that management should hold dear. ‘Human Resources’ can be considered as the key resource of an organization as individual actors apply all other resources and determine their utility and use for the organization (Klimecki/Gmür, 2001: 102). From another front, (Wright *et al.*, 1994) also discusses Human resources as important components of an organization that might contribute to sustainable competitive advantage. Greer (1995) confirms this importance by stating that, in a growing number of organizations human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures management processes, and systems. This is in contrast to the traditional emphasis on transferable resources such as equipment. Increasingly, it is being recognized that competitive advantage can be obtained with a high quality work force that enables organizations to compete on the basis of market responsiveness, product and service quality, differentiated products, and technological innovation, however, (Barney *et al.*, 2001) in the ‘resource based view’ in Strategic Management confirms the importance of Human resource by showing the difference between the acquisition of tacit and explicit knowledge. This view is in agreement with Baird and Meshulam, (1988).

Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because unlike other resources, intellectual capital is difficult to

imitate by competitors. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent.

Human Resource Management is and was an attempt to resolve the failure of personnel management, human relations and what organizations can do to achieve effectiveness and individual satisfaction. As the organization grows and develops, it needs changes. By understanding how an organization changes as it grows, it is possible to understand human resource management must change (Baird and Meshulam 1988). Changes that have led significant impact on organization are the fact that organization now realizes that human being is its primary resources. Managing people as an organization primary has inspire human resource to become increasingly more effective at developing programmes and policies that leverage the talent to align with organization strategy. Human Resource Management has gained more importance in the organization as the organization now sees its human resources as the most valuable assets for gaining competitive advantage and increase in productivity. Human Resource Management departments in almost all organizations have strategic roles and functions that are now included in the organizational strategies. Human resources managers now support the strategies of organization by retaining and employing essential qualified employees.

Human Resource Management in Leadership

Human resource management is an environment where people strive to do their best, where opportunities are equally distributed, where initiatives are encouraged and the condition to success is created (van wyk, 1989: P; 9). In the traditional paradigm, management is more of rules and regulations and the control of inputs and output. Preedy, (1991:39) explains leadership as the initiation of new structures or procedures for accomplishing an organization goals and objectives. Leadership is the process by which a person exerts influence over other people, inspires, motivates and directs their activities to help achieve group or organizational goals. The person who exerts such an influence is the leader. An ineffective leader often detracts from goal attainment. Leadership depends more on the use of power, influence, vision, persuasion and communication skills to coordinate to perform at a high level to achieving targeted goals. This makes leadership an important variable affecting organization is performance. Leadership as an aspect of Human Resource Management should focus on organizational performance and most important, effectiveness in achieving desired outcome. Leadership has been discussed by various authors (Bass, 1985; Waldman, Javidan, & Varella, 2004) and they all agree to the assertion of transactional and relational dimensions of leadership behaviors. On one breadth they explain transactional leadership as one that is based on an exchange model, focuses on rewards and punishment for good and poor performance respectively. Relational leadership is focus on employees and their needs. The most prominent stream on relational aspects of leadership stems from the transformational leadership era which (Bass, 1985; Burns, 1978; Waldman, Javidan, & Varella, 2004) define Transformational leadership as a relationship between a leader and follower(s) based on a set of leader behaviours perceived by subordinates as exhibiting idealized influence, motivational inspiration, intellectual stimulation, and individual consideration.

Transformational leadership emphasizes employees' identification with the social unit or the work unit in which the leadership takes place. Transformational leaders rely on individualized consideration by paying attention to their subordinates, by adjusting the magnitude and type of attention, rewards, support, encouragement, and coaching (Bass,1985;Howell & Avolio, 1993). Bass and Steidlmeier, (1999) also noted that transformational leadership is only authentic when it is grounded on the leader's moral character, concern for others, and congruence of ethical values with action. A leader's credibility and trustworthiness are critical, and increasing numbers make the case that character—as defined by qualities like one's striving for fairness, respecting others, humility, and concern for the greater good—represents the most critical quality of leadership (e.g., Shankar, 2003) Presently, effective leadership is commonly viewed as central to organizational success, and more importance is placed on leadership development than ever before. Hernez-Broome and Hughes (1996) posits that developing “more and better” individual leaders is no longer the sole focus of leadership development, although it remains a critical aspect. Increasingly, leadership is defined not as what the leader does but rather as a process that engenders and is the result of relationships—relationships that focus on the interactions of both leaders and collaborators instead of focusing on only the competencies of the leaders. Most leadership theories explain leadership from the view of the leader, examples are trait, functional and style approaches. Some theories also consider the follower and the context where leadership is being practiced. Examples are situational leadership, contingency and path goal theories. Leadership is

about getting things done the right way. To do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni. J., 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010).

Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni. J, 2005).Managers as leaders influence subordinates to achieve objectives because they have the authority or power. Various source of power can be classified as legitimate, reward, coercive, expert and referent. Effective leaders are able to know a risk and benefit of using power appropriately. The future trends noted reflect in part a response to the changing context of leadership. Perhaps the strongest pressure facing leadership practitioners in the future may be to demonstrate ROI (Kincaid & Gordick, 2003). Although leadership development is strategically important, it is usually expensive and leaders will always be called upon to demonstrate effectiveness in terms of the organizations bottom line. According to Day, 2001, emerging new perspectives on the nature of leadership may profoundly affect our thinking about leadership development. Increasingly, leadership and leadership development are seen as inherently collaborative, social, and relational processes Similarly, Vicere, (2002) has also noted the advent of the “networked economy” where “partnerships, strategic and tactical, customer and supplier, personal and organizational, are essential to competitive effectiveness. “As a result of the above (VanVelsor & McCauley, 2004) also state that leadership will be understood as the collective capacity of members of an organization to accomplish such critical tasks as setting direction, creating alignment, and gaining commitment. Leadership development based on this paradigm is more difficult to design and implement than those that have been popular for the last several decades in which the focus was to train individual leaders. Taking this next step will require a deeper understanding of the role of organizational systems and culture in leadership development.

Job Satisfaction

Job satisfaction is one of the complex areas managers face in terms of employee management. Many studies indicate that job satisfaction has an impact on workers motivation, while the level of motivation also has impact on productivity. Job satisfaction is any combination of psychological, environment circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). This shows that although job satisfaction is influenced by external factors, it has something to do with how employees feel internally. Vroom (1964) defines job satisfaction as affective orientation on the part of individuals towards work roles which they are presently occupying. Job satisfaction has both positive and negative ways about how an employee feels about his/her work, that is, it is closely linked to an individual’s behavior at workplace which brings about an employee’s achievement and success on the job. A worker is said to be satisfied on the job when that worker enjoys the job he/she does, does it well and at the end, the efforts are rewarded. Job satisfaction is the key ingredient that leads to recognition, income, promotion and the achievement of the goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can again be defined as the extent to which the reward he/she gets out of his/her job, particularly in terms of intrinsic motivation (Storey, 2004). A worker who is intrinsically motivated has the edge to achieve more on the job. Positive and favorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). The level of one’s satisfaction at the workplace can range from extreme satisfaction to extreme dissatisfaction. Employees can have different attitudes at the workplace or towards the kind of job they do, their employees, supervisors, subordinates, work and their pay. When it comes to effectiveness and efficiency at the workplace, job satisfaction is one of the main factors. The nature of work, salary, advancement opportunities, management, work groups and work conditions are some that affect the behavior of employees at the workplace and whether these behaviors will have a positive or negative effect on the organization. Again, research indicates that satisfaction may always lead to individual performance improvement and organizational level improvement. It is important for human resource managers to know that employee loyalty is of significant importance to the organizational growth. Three types of loyalty are considered and these are: effective loyalty, where an employee has an emotional connection to the organization. Normative loyalty occurs where an employee feels he owns part or something in the organization and would therefore want to protect it and continual loyalty is as a result of the employee not having an opportunity to find job somewhere else .It is incumbent upon managers to pursue ways of

insisting job satisfaction among employees to ensure productivity. An unsatisfied employee may exhibit some tendencies such as absenteeism. Absenteeism can cost organizations additional cost and lower productivity. Managers can also encourage absenteeism by enforcing company policies. Managers can help create a culture of absenteeism that can overcome the satisfaction effect (Swency and Mctartin, 2005)

Job Design

Job design is the structure, content and the configuration of persons work tasks and rules (Parket & Ohly, 2008). To better understand why job design has always played a central role in the work system, it would be the best to look at the history of the job design (Grant, Fred & Juillerat, 2010) F. W Taylor's scientific approach suggested that work should be broken down into simple and repetitive task to maximize productivity. This approach encouraged employers to create jobs that allowed little scope of innovation, creativity, variety which inevitably led to boredom and dissatisfaction (Katie Trus et al., 2013) During the mid-20th century as Human Resource became more encouraged, there was an increased realization that individual motivational needs should be taken into account in the way work was designed, leading to emphasis on allowing people scope within the work for social interaction, personal development and the realization of their own ambitions (GragandRastogi,2006). There is now considerable evidence that individual's experience of the day to day work directly affects their engagement levels and also their personal effectiveness (Morgeson et al., 2011, Shantz et al, 2013). In an organizational design setting, job design is the first step. Job design is the process by which an organization designs tasks into specific jobs. One of the main reasons organization should pay attention to the concept of job design is that it helps to function and produce better (Rush1971, 2550) .Job design is purposely done to improve productivity and employee motivation. There are four approaches to job design which helps in organization productivity and these approaches are;

Job Simplification

It involves minimizing the range of tasks into smallest convenient job size to make an efficient contribution to the overall process. This means the work that a worker must perform are divided among employees with the same skills or techniques for expediency. It can also be emphasized as proposed by Jones et al., (2004) that too much simplification may reduce efficiency rather than increase monotonous, become de-motivated and unhappy and as a result perform at low level.

Job Rotation:

This practice is where employees are moved from different departments or jobs typically in operations. This practice is aimed at reducing boredom and repetitive strain injuries. By engaging in different tasks, employees use different muscles, thereby minimizing these injuries (Mcshene and von Glivono, 2000).

Job Enrichment:

This is the method of assigning responsibilities by management to employees. Job enrichment gives employees the opportunity to grow and become experts in their field of work, with a feeling of responsibility. There are three most popular methods of job enrichment and empowerment, forming natural work unit and establishing client relationship (Masheneetal2000).

As emphasized by Draft (2007,p274), aspects to consider when analyzing and designing a job are the policies, incentives and feedback that inevitably affect the efficiency and motivation of the employee responsible to the job.

Job Enlargement

This is the process of combing different jobs into one task for employees. This helps to increase ones skills at the workplace. Hellgren and Suerke, (2001) identified that due to increase in competition among every kind of organization, the employees tendency to work in one organization for a long time is decreasing and due to this reasons , the management has to face some responsibilities as well as at the organization has to suffer some extra cost. Job enlargement is where employees are rotated on different positions and assigned some extra duties to be performed during his normal routine (Desser, 2005, P 138). Job enlargement affects employee's motivational level and the commitment level. (Chung & Ross, 1997). Job enlargement can also create dissatisfaction among employees. A job will become interesting only when the employee is always

able to make it completed within a prescribed time, Kahn (1973). Managers in organizations must understand that job design improve performance and motivations. Krietner, (1989) is of the view that jobs are the central feature of modern existence, feeling of having a challenging and interesting work can attach people to their jobs whereas boring and tedious job, on the other hand can become an obstacle to motivating people and its effect on the physical and mental health of employees. Good managers must understand and adopt different approaches of dealing with employee's mediation rather than the typical approach of motivating people through financial means. In order to effectively motivate employees, it is important for managers to put in different strategies for different employees in terms of defining their jobs and ensure that these strategies are in line with employee's interest. Employee's jobs can be enriched by attaching them to different departments where they can learn new things and not become bored about doing the same things over and over again.

Maslow Theory of Needs

Abraham Maslow proposed a theory of motivation emphasizing psychological and interpersonal needs in addition to physical needs and economic necessity (Quick and Nelson 2006). Maslow proposed that there are five different levels of needs people seek (Mullins, 2007; 258). These needs have been categorized in order of importance with the basic needs at the foundation level of the hierarchy, Moorhead and Griffin (1998). The five basic needs have been classified as deficiency and growth needs. Deficiency needs are those that must be satisfied for a person to be comfortable while growth needs considers the growth and development of an individual. The following explains the five hierarchies of needs proposed by Maslow;

Physiological needs

These needs include food, shelter, clothing, air, water, sleep. These are generally obvious because a person needs it to survive. Without these basic needs one cannot continue to survive to undertake other things. A person lacking food and esteem will consider food to be the top priority than esteem. Once the physiological needs are fulfilled, one needs to move to the next stage.

Safety Needs

The safety needs of an individual's takes precedence once the basic needs are fulfilled; Maslow asserts that once the basic needs are satisfied, individuals strive for safety. Safety needs include a person's desire for security and protection. These may include personal security, job security, health and well-being, illness and their adverse impact. Maslow asserts that people who have prolonged deprivation of psychological and safety needs may become seriously maladjusted people Krietner, (1986).

Affiliation/Social Needs

This need focuses on social aspects of work and non-work situation; social needs include friendship, intimacy, family, acceptance, and affection, belongingness whether it is from religious groups, professional groups, family or organization. Without affiliation, people become susceptible to loneliness, anxiety and depression. This need is a powerful motivation of human behavior. Krietner, (1986).

Esteem Needs

The esteem needs proposed by Maslow deals with human desire to be accepted and valued by others. Esteem deals with the internal and external factors such as confidence, achievement, reputation, prestige, recognition, achievement and status. People would engage in activities that allow them to gain recognition and have sets of activities gives the person a sense of contribution to be self-valued. Imbalances at this stage bring low self-esteem.

Self-actualization

Self-actualization is the fifth hierarchy need theory Maslow proposed. Self-actualization is realizing ones full potential and becoming all that we can be, Moorhead and Griffin (1998). This need is based on the satisfaction of the lower level needs. The core of this theory lives in the fact that when one need is fulfilled, its strength and the strength of the next level increase (Latham 2007, 31). Self-actualization is more of becoming what we are and what we are capable of becoming which makes this stage an open-ended category. Maslow notes that one does not need to have all needs fulfilled before the person moves to the

next stage of the hierarchy. People can be partly satisfied with one level and still seek satisfaction at the next level. The need theory is important as it allows managers to effectively analyze the needs of each employee and design the necessary approach to tackle it. The idea implies that the dual role of the theory goes first to organizations and second by to employees on the basis that both the organization and the employees must decide on the performance of their organization, and that when employees put in their best in the service of the organization, the culture and human resource practice should also ensure that the employees' level of needs are reflected in the values the organization holds with high esteem (Greenberg & Baron, 2003). The cultural framework of the organization should reflect the fact that employees' physiological and security needs are paramount; therefore, when such needs become culturally focused, performance will be improved tremendously in that organization (Maslow, 1954). As employees yearn for social needs, it is the role of organizational culture to create the values and norms that human resource practice will focus on when planning for the smooth running of the organization, with employee relationship being one of the key areas that human resource must strengthen (Storey, 1992). Managers in organizations should strive to help employees attain their self-esteem and self-actualization needs. It is important for organizations to note that when their employees realize that the organization care for their personal and developmental needs, they become motivated to ensure the organization's success.

McGregor Theory X and Theory Y

Foundation of McGregor's Theory X and Y assumptions did not originate these ideas; he just made them easy for practitioners to use and implement in their work environments. Several studies after the Second World War revealed how assumptions about workers attitudes and behavior affect the managers behavior. The most influential approach was developed by Douglas McGregor. In his 1960 book, *The Human Side of Enterprise*, Douglas McGregor proposed two theories by which to view employee motivation. He avoided descriptive labels and simply called the theories Theory X and Theory Y. Both of these theories begin with the premise that management's role is to assemble the factors of production, including people, for the economic benefit of the firm. Beyond this point, the two theories of management diverge. Two different sets of assumptions about work attitudes and behavior dominates the way managers think and affect how they behave in organizations. McGregor named these two consisting set of assumptions Theory x and Theory y (James et al 2000; Mullins 1989). In the story as McGregor tells it, and more especially as his successors resell it, the world of X is in a state of conflict. Workers and managers eye one another across the ragged front lines of suspicion and mistrust. The world of Y is in a state of peace. Workers and managers embrace one another as partners on the journey to personal fulfillment. And all that is required to change from one state to the next is making a simple change in one's assumptions about human nature. But is this really true? Does all conflict dissolve in a higher state of consciousness?

According to Hanson, (2003:194) Theory x assumes that workers are independent and work as little as possible. Workers have little ambition and wish to avoid responsibility. This means the manager have a task to counteract workers natural tendencies to avoid work. The manager has the task of closely supervising workers by controlling their behavior through rewards and punishment to achieve high performance. Weber's notion of bureaucracy can be likened McGregor's Theory x assumptions, the need for employees' actions to be scrutinized and controlled, Theory X has survived and even thrived in some companies and industries, but the majority of today's practitioners and scholars attempt to use and promote the softer approach to management that Theory Y postulates. Managers who accept theory x must design and shape the work setting to maximize control over workers behavior and control workers pace of work. Theory x managers believe that workers must be made to do the necessary things for the organization success by focusing on developing rules, rewards and punishment to controlled behaviors'. This means managers who adopt theory x would always want to achieve productivity through by control of employees behaviour. Thus Theory x managers see their role as to closely monitor to ensure that they contribute to the production process and do not threaten product quality. (Greenbergetal, 1996, Jones et al; 2000). Theory y assumes that the natural condition of humans is not to be passive or resistance to organizational needs (Hanson 2003:195). This theory stipulates that workers are not inherently lazy, do not naturally dislike work and if offered the opportunity will help improve the organizational performance to reach its goals. Theory y puts emphasis on the fact that the work setting will determine if workers view their work as punishment or

satisfaction. Managers do not have to monitor workers closely in order not to make them perform better at the workplace.

According to Rue and Byars, (2000:311) a manager's attitude towards human nature has a large influence on how that person behaves as a manager. It is manager's task to create a work setting that encourages commitment to organizational goals and provide opportunities for workers to be imaginative and to exercise initiative and self-direction (Jones et al., 2000) Theory y managers believe that workers must be motivated to help the organization and give more control of the job to workers both as individuals and in groups. This means individual workers or groups who have been delegated responsibilities are also accountable of their activities, it is the duty of the managers to provide their support and advice and the needed resources workers need to perform their job. James et al., (2000) emphasizes that individuals, groups given responsibilities are still accountable for their activities, but the manager's role is not to control employees but provide support and advice to make sure employees have the resources they need to perform their jobs and evaluate them on another ability to help organization meet its goals. McGregor asserts that the ability to make workers discover the organizational goals is the essence of leadership and managers must design the organizational setting to reflect assumptions about attitudes and behaviors.

Hersey and Blanchard Situational Leadership Theory

The situational leadership theory was originally introduced by Hersey and Blanchard in 1969. The theory claimed that effective leadership style in organization is similar to parent's child raising style which change corresponding with their children's maturity (Hersey and Blanchard 1969). Maturity in an organization as stressed by Hersey and Blanchard (1982) is the ability and willingness of people to take responsibility for directing their own behavior. They further emphasized that worker's maturity combines psychological job maturity which is the worker's knowledge, ability and experience to accomplish a given task.

Situational leadership is a contingency theory that focuses on the followers. Successful leadership is achieved by selecting the right leadership style, which Hersey and Blanchard argue is contingent on the level of the followers' readiness. The emphasis on the followers in leadership effectiveness reflects the reality that it is the followers who accept or reject the leader. Regardless of what the leader does, effectiveness depends on the actions of his or her followers. This is an important dimension that has been overlooked or underemphasized in most leadership theories. The term *readiness*, as defined by Hersey and Blanchard, refers to the extent to which people have the ability and willingness to accomplish a specific task. The situational leadership theory model takes a situational perspective of leadership into consideration. The development level of a subordinate in an organization plays a significant role in determining the type of leadership style that will be most appropriate for the organization. The situational leadership theory again is based on the perception that leaders must be able to adapt different leadership style in accordance with subordinate's maturity. This means as the maturity level of workers changes, different leadership style is required. The theory is thus based on the amount of direction (task behavior and socio-emotional support (relationship behavior) a leader must provide given the situation and maturity level of followers.

The task dimension of the theory is the level of emphasis that the leader places on the task to be accomplished. The leader gives directives about the task to be accomplished. What subordinates are supposed to do, when the task should be accomplished and how the task is to be done. This makes the theory a one way communication. The relationship behavior on the other hand is the support that leaders give to their subordinates; which allows employees to be comfortable about themselves, co-workers and the job to be performed. Leaders are able to listen to the ideas of the employees concerning every situation and generally have concern of employees' wellbeing at heart. This makes the relationship part of the theory a two way affair since employees are given the opportunity to participate and have their views heard. The situational leadership theories have four major strengths called telling, selling, participating and delegating. (Lewis 2004, 96). Delegating style allows the group or individuals to take responsibility. For task responsibility for task decisions, is low task, low relationship style. Participating style put emphasis on shared ideas and participating decisions on task directions is low task, high relationship style. Selling style explains the directions in a supportive and persuasive way, high task, high relationship style. Telling style gives specific task directions closely supervising work-high task, low relationship style. The situational theory however stresses that there is no one best style of leadership. Supervisors need to be flexible and adapt their style to the requirement of the situation (Graef, 1983, Yukl, 1989).

The theory limitation is that it does not have a strong body of research. There is ambiguity regarding how the theory conceptualizes certain aspects of the leadership process (Blanchard et al; 1985). The theory again does not explain the process of subordinates moving from low level development to high development level. Thus, without the basic research findings, the validity of the basic prescriptions for matching supervisory style to subordinates level must be questioned (Carew et al, 1990). The situational leadership approach theory is widely used since it brings out how leaders can become effective in different organization settings which perform a wide variety of organization tasks (Invanevich & Matterson, 1993).

Managers using the situational style model are able to implement that alternative leadership style as needed. Managers must understand subordinates level of maturity in terms of the task performance and apply the necessary style. It can however be emphasized that most public sector organizations are not able to implement the needed leadership style in their organizations which bring about a lot of conflicts among employees as some may seem to believe that the managers or leaders have their own favorites who they choose to do everything with them.

Situational Leadership Theory has an intuitive appeal. It acknowledges the importance of followers and builds on the logic that leaders can compensate for ability and motivational limitations in their followers. Yet research efforts to test and support the theory have generally been disappointing. Possible explanations include internal ambiguities and inconsistencies in the model itself as well as problems with research methodology in tests of the theory. So in spite of its intuitive appeal and wide popularity, at least at this point in time, any enthusiastic endorsement has to be cautioned against.

Herzberg Motivation/Hygiene Theory

Frederick Herzberg proposed the two factor approach known as motivator-hygiene as an alternative to Taylor's which showed concerns for the quality of working life of people in organization. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction (Ott, 1989).

Armstrong, (1991) reiterates that employees' needs can be divided into two groups; namely satisfiers and motivators because they are seen to be effective in motivating the individual to superior performance and effort. The other consist of dissatisfies which mainly describe the environment and serve primarily to prevent dissatisfaction, while having little effect on positive job attitudes. These are called hygiene factors, implying they are preventive and environmental.

Hygiene Factors

Hygiene factors include factors such as security, status, relationship with subordinates, personal life, salary, work conditions, relationship with supervisors, company policy and administration (Bedeain, 2003). Hygiene factors do not necessarily lead to de-motivation, however absence of it lead to de-motivation. For instance, inadequate monthly salary to employees could cause dissatisfaction at work. The absence of hygiene factors causes dissatisfaction but only limited satisfaction when present, (Herzberg, Mausner, and Snyder man, 1954)

Motivational Factors

The second theory is factors whose absence do not bring about any dissatisfaction but these factors when not available have huge motivational values. This Herzberg termed as motivational factors, which includes recognition, achievement, advancement growth, responsibility, challenges and career progression. Herzberg suggested that these factors are associated with job satisfaction and can maintain a reasonable level of motivation among employees. Herzberg theory limitations are the factors that make employees satisfied are different from the ones that make them dissatisfied. These employers cannot simply satisfy employees by removing the causes that brings dissatisfaction. Again fully dwelling on hygiene factors does not make the employees effective. Managers in organization must ensure that factors that bring about motivation take place at the right time. Dissatisfaction must only be eliminated but opportunities that satisfy employees must be provided.

Expectancy Theory

Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how

individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice. That is, people are free to choose those behaviours suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence.

Expectancy

A person is motivated to the degree that he or she believes that effort will lead to acceptable performance that is the expectation that one anticipates at the end of task performance. This is so because if an employee has the belief that the job to be performed will yield good results and have positive impact on the organization and society, it motivates them to put in more efforts, on the other hand if employees believe that tasks to be performed will lead to no result, less effort will be put in the task.

Instrumentality

The extent to which one believes that an effective performance will be rewarded is called instrumentality. It is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. If an employee sees that a good performance rating will always result in a salary increase, then there will be that motivation to improve performance. However if good performance will not be recognized by the organization, then the employee will not have the edge to increase performance.

Valence

The strength to believe that attractive rewards are highly positive and actually available is known as Valence. It is the strength of an employee's preference for a particular reward. Examples can be salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can have a positive or negative impact depending, on the employees. Employees who have the desire to gain some level of achievement will not bother on the rewards that will be achieved but will focus on how best to gain that achievement. **Motivation = Expectancy x Instrumentality x Valence.** Expectancy theory has some important implications for motivating employees. The model provides guidelines for enhancing employee motivation by altering the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences (Greenberg, 2011; Hellriegel & Slocum, 2011; McShane & Von Glinow, 2011; Nadler & Lawler). Leaders should try to increase the belief that employees are capable of performing the job successfully by selecting employees who have the required skills and knowledge for training so that they can also coach others. Again rewards attributed to each job performance must clearly stipulate for employees and also people who credited themselves well must be rewarded to serve as motivator for other employees. However, rewards linked to performance need not be monetary, but symbolic and verbal forms of recognition for good performance can be very effective as well (Markham, Dow, & McKee, 2002). Managers must also understand the individual motivation needs of each employee and design packages that fit into each. Managers must know the rewards that each employee value. It must be noted also that managers must not bring packages that may demotivate employees. Roethlisberger & Dickson, (1939) make it clear that group norms may cause some employees to perform their jobs at minimum levels even though formal rewards and the job itself would otherwise motivate them to perform at higher levels.

Employee Motivation

Employee motivation is not new in the world of human resource management. The term has been defined and viewed by many schools in various fields and they give different meanings to employee motivation. From the context of psychology, economy and human studies, motivation refers to a reason that make a person engages in particular behavior (Braffont and Gold 2007:112). Motivation formulates an organization more successfully because provoked employees are constantly looking for improved practices to do a work, so it is essential for organization to persuade motivation of their employees (Kalimullah et al., 2010). Unsatisfied needs are tensions that stimulate drives within the individual (Ramallah, 2004). Individuals establish different organization goals to be reached. Managers must provide basic incentives for people to accomplish their given goals. Employee motivation defined by Robbins (1993) is the willingness to exert

high level of efforts towards organization goals, is conditioned by efforts and ability to satisfy some individual needs. Employers in order to motivate employees must be able to satisfy the needs of their employees. Among financial, economic and human resources, the latest are more essential and have the capacity to endow a company with competitive edge as compared to others (Rizwan et al., 2010). Employee motivation is one of the management policies that managers use to increase effective job management among employees in organization (Shadare et al., 2009). Motivated employees are believed to be more productive (Herzberg, 2003; Linder 1998; Wright, 2001). A motivated employee is responsive to the organization's objectives which he strives to achieve to help promote the organizations effectiveness. It is therefore important as an organization to put in policies that will motivate employees to be effective in their field of work. It can also be established that employee motivation can be intrinsic or extrinsic Bryan, Joyce & Weiss (2006); Kiger (2006); Kehr, (2004) state that motivation can be either internal or external, it can be viewed as push or pull determinants.

Quiley and Tymon, (2005), intrinsic motivation is the key motivation component of employee empowerment and individuals are responsible for achieving their own career success. It is based on positively valued experiences that a person receives directly from their work tasks such as meaningfulness, competence, choice and progress. Bryan, et al., (2006); Kiger (2006) explain that external motivators depend on outside factors to push the individual to complete a task or project, Kehr, (2004). Quiley and Tymon Jr, (2005) extrinsic rewards are based on reward and punishments controlled by the organization. The organization has to encourage managers to step to the front lines and become pragmatically involved in the day-to-day operations of the business as possible. Many managers view themselves as being somewhat than other employees and this viewpoint can be disastrous during difficult financial periods. Managers should be creative among employees in the organization, search for ways to improve processes and performance so it might become cheaper, faster and more efficiency. Managers can increase employee motivation by seeking employees' input on daily decisions.

The ability to make good decisions should not be the sole responsibility of the managers, but a concerted effort by individuals with the best knowledge of the situation. When employees are encouraged to make their own decisions, managers should not micromanage, but allow employees to learn from their mistakes and learn to tolerate some learning errors. Other motivators that can be implemented by management include providing social interaction and teamwork, implementing goals and challenges, and instituting employee appreciation programs (Zimmer, 1998).

Financial and Non-Financial Rewards

Armstrong (2010) as cited by Yamoah (2013) defines rewards systems as “consisting of organization's integrated policies, procedures and practices for rewarding employees in accordance with the contribution, skills and competences and market values”. Armstrong further explains that rewards systems should consist of the following practices that provide financial and non-financial rewards; processes concerned with evaluating the relative size of jobs and assessing the individual performance, procedures operated in order to maintain the systems to ensure that it operates efficiently and flexibly and also provide value for money. This therefore means that an organization rewards systems should be in line with the organizational structure and policies .Employees performance must conform to the way that the organization operates. Organization must again ensure that employees put in high performance that enables productivity and in turn brings about rewards which can be financial or non- financial. Non-financial rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms. (Robbins, 2007). Armstrong, (2007) also point out that rewards can act as a goal that employees generally strive for, and as an instrument which provides valued outcomes. It is also a symbol which indicates the recipient's value to the organization and can act as a general reinforcement because it is associated with valued feedback). Many organizations face problems when trying to understand the relationship that exists between rewards and motivation, however, Langton and Robbins (2007) argued that for rewards to motivate an individual certain conditions must be met, that is, the type of reward must be important to an individual and should be perceived as a direct reward for performance; if it is money, the marginal amount should be perceived by the individual as being significant, therefore, for money to motivate, the marginal difference in pay increases between a high performer and an average performer or a high skilled and a low skilled should be significant.

Bates (2006) indicates, for money to motivate, merit pay rises must be at least seven percent of base pay for employees to perceive them as motivating and to catch anybody's attention. Recent studies for example by

Locke (1998) on the four methods of motivating employees indicated that money rated the second among lower-level employees. Such evidence demonstrates that money may not be the only motivator, but it's difficult to argue that it doesn't motivate. This therefore opens up the debate that non-financial rewards such as recognition, decision making and job security have a role to play in the internal motivation of employees that monetary rewards cannot address

Financial Compensation

Armstrong, (2007) indicated that employees are rewarded in accordance with their contribution, skill and competence and their market worth. The importance of money as a motivator has been consistently downplayed by most behavioral scientists like Herzberg who point out the value of challenging jobs, feedback, cohesive work teams and other nonmonetary factors as stimulants to motivation. However, money is the crucial incentive to work motivation because it is the vehicle by which employees can purchase the numerous need-satisfying things they desire (Robbins et al., 2003). Researches reaffirm that for the vast majority of the workforce, regular pay is absolutely necessary in order to meet basic physiological and safety needs, hence, lower level employees are caught in the trap. Furthermore, money also performs the function of a scorecard by which employees assess the value that the organization places on their services, hence an element of being a valuable asset in the organization results in personal motivation resulting in money having a positive impact on motivation (Langton and Robbins, 2007). Martocchio, (1998), states that the culture determines and creates the context to motivate individuals in different countries. Employees strive for high level of performance if they believe that motivation will result in greater pay. Mol, (1992), money does not motivate, but rather moves a person to achieve a goal in order to obtain reward. Money as stated by Lawler, (1990) can influence behaviors and enhance employee performance in an organization.

Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al; 2007). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances ,fringe benefits, pensions and so on (Adeyinka et al., 2007).

Payment by result is historically the most widely used incentive scheme, it rewards employees according to the number of items or units they produce or the time they take to produce them. This scheme has been criticized due to its tendency to reward quantity of output rather than quality which can lead to reduced quality of the product or service. There is a great need to modify and evaluate the effectiveness of this scheme if it is to retain the impact of productivity. (Dressler, 2003, p. 335-336). Skills-based pay is an input-based payment system in which employees receive pay for the skills or competencies which they acquire. This system gives the employees an opportunity to influence their pay by acquiring more skills that lead to pay increases. Skills-based pay encourages multitasking and flexibility, which in turn enables the organization to respond faster and more effectively to the needs of customers. (Torrington, Hall, Taylor & Atkinson 2009, p163-164). Profit sharing is an incentive based compensation program where employees are rewarded with company shares or a percentage of the company's profit. This scheme is claimed to increase employee's commitment to his or her company by linking pay to profit, and hence deepening the level of mutual interest. Profit sharing also encourages the thought of everyone being on the same team; the employees have the same goals and are rewarded equivalently. The disadvantage of profit sharing in the employee's point of view is the fact that pay levels may decline if the company do not meet its profit expectations. Another weakness of profit sharing is that the employees cannot see and know the impact of their work performance on the profitability of the company. Due to the fact that the employees receive the profit sharing money regardless of their own performance, the reward might become more of an entitlement than a motivating factor (Torrington, Hall, Taylor & Atkinson 2009, p163-164).

Performance-related pay works on the assumption that if an employee is offered monetary bonuses for a job well done, they will perform better. There are two distinct varieties of this scheme. The merit-based system is based on the assessment of an employee's performance against previously set objectives. In the goal-based system the employer and the employee arrange a meeting and agree a list of objectives which are set to be

met during the coming months. In order for performance related pay to work it should be based on clear and measurable targets that are agreed by both employer and employee (Torrington, Hall, Taylor and Atkinson, 2009)

Non- Financial Compensation

Non-financial compensation is a motivation tool that can be used by organizations to enhance employee's performance. Lawler, (1969) suggest that while financial compensation are significant in the short term, non-financial compensation in the form of meaningful rewards help to motivate in the long term. Again non-financial compensation can be intrinsic depending on the individual innate being to achieve and be duly recognized. Woodruff (2006) cited examples of non-financial compensation to include advancement, recognition, working environment, trust and available support that the organization can give to employees to help as a form of motivation. Non-financial compensation could also be flexible work hours long lunch time support, vacation day's tickets, paid lunch (Storey 2003, p34). If employers rely on reward alone to recognize contribution and achievement it is most possible that the employee's objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organization. When used correctly recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture. (Pitts, 1995, p.14).

The best non-monetary methods include making employees feel valued, making them feel connected and involved, providing opportunities for personal and professional growth, and promoting continuous learning (Singer & Goodrich, 2006). These practices can be accomplished through clear communication, providing feedback, offering training and development, providing employees with challenging assignments, and showing appreciation and recognition to employees for their work. Unfortunately, many organizations especially the public ones have not heeded much attention to these strategies which have cause many employee retention. When traditional pay solutions fail to acknowledge issues such as business opportunities, organization design and competency, recognition can be a great tool to address them (Zingheim & Schuster, 2000, p. 188-191).

Organizations can use non-financial rewards to effectively communicate the roles that employees have to play in the organization. Non- financial compensation comes in different forms, from informal to formal structures. It can be in the form of praise, vouchers, esteem needs that people seek to achieve. It is important for managers to understand the need to acknowledge the efforts that employees put in the performance of their duties which bring about organizations effectiveness. Empowerment provides benefits to organizations and makes sense of belongingness and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowerment can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with sense of responsibility and prefer benefits of the organization to theirs (Yazdani, B.O. et al., 2011).

Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employee's motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and outside the organization (Hassan et al, 2010). Howard, (1997) stated that employees should be seen as assets to the organization rather than cost. Successful employee recognition programs that offer tangible rewards that people can imagine, receive and easily motivate people to their highest level of performance. This can be at a much lower cost than monetary rewards, (Sarvadi, 2005).

Work Environment

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapin's, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have

directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. Working environment as plainly a satisfier or an active motivator is still to be decided. What is sure, though, is that there is no use trying to motivate high performance, while employees are frustrated by not having the right quality and amounts of equipment they need for their work (Bowey, 2005, p.19). Thus, managers should make sure their staffs have the adequate space, tools, IT systems, and materials they need for the job. It is especially true when it comes to new recruits, who receive their first impression of the workplace from the status of the working environment. Managers are then urged to prepare in advance all the equipment the new employee's needs (e.g. a desktop and a chair). Managers should also hold a healthy (physically and mentally) working environment

Motivational Strategies

Motivated employees are believed to be more productive (Herzberg, 1998, Wright, 2001). If employers understand employee's motivation; they can come out with strategies that can help motivate employees to be more effective in the performance of their duties. Kiprop, (2012) came out with nine motivational strategies that organizations can adopt as a guide line for effectively motivating employees'. These strategies include,

- Rewarding employees adequately for their works.
- Cater for the safety and security needs of employees
- Recognize employee contributions
- Empower employees
- Create a motivation environment
- Ensure equity and fairness in the organization
- Adopt appropriate management approaches
- Introduce organization system
- Evaluate motivation in the organization

Kiprop, (2012) suggested that it is important for organizations to have in place strategies that can effectively motivate employees to perform better in their field of work. Managers must consider the basic needs of the people that they work with since according to Maslow theory (Greenberg and Baron, 2000; 133), people will not function well if their basic needs have not been met. Providing adequate pay will ensure that employees provide the effort needed in the organization. The organization must ensure that employee's efforts are effectively rewarded to motivate them to do better. Weighman, (1999; P109) suggest that managers saying good morning, giving a smile or a simple thank you can make a difference. Organizations must therefore put in place measures that will ensure employees are been recognize for their work.

Managers must bear in mind that motivational factors are all linked and affect one another. It is important for managers to have understanding of how employees behave and to determine what they can do to motivate the employees. They must find different ways of obtaining the commitment of employees (Johnson & Redmond, 1998:208). Keeping employees motivated in today's constantly changing environment is possibly the most demanding challenge of all. According to Paarlberg of the Institute of Public and International Affairs, implementing public service motivation requires integration of recruitment, selection, and appraisal of individuals with job design, organizational culture and social relationships, incentives

systems and organizational strategy. In doing so, public service becomes part of all organization strategic initiatives

Effectiveness of Motivational Strategies

Yudhvir and Sunila (2012) in the publication of Asian research journal, motivational strategies can improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times. Employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease. This helps the organization to reach its objectives and improve operational performance, it can also boast of job performance. Pay rises, bonuses, stock options and profit sharing are examples of positive motivators. These motivators reward employees for not only doing their job, but doing it well and with enthusiasm. These motivators are to retain normal levels or morale but do not necessarily increase overall motivation levels. Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing human resource managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal -directed behavior, social comparison of rewards reinforcement, and performance satisfaction. Herzberg, (2003), the most effective ways of motivating employees is enriching their work. Job enrichment must be systematic which will provide employees with genuine opportunity to grow, and enlarge merely some meaningless job. This can be done through allowing employees to effectively participate in decision making process, being duly recognized, giving relevant information and feedback when necessary. This helps to reduce absenteeism and employee turnover.

Using Communication as an Effective Motivational Strategy

Withholding information makes employees feel like they are not important (Branham, 2005). Managers need to communicate the company is goals and explain the connection each employee has to the success of accomplishing these goals. Engaged employees feel their work has a direct impact on the company's success and keeping them informed strengthens this loyalty. It is important for companywide communications to be clear but also communication between manager/supervisors and employees. An organization's mission statement is a clear statement of objectives that motivates employees and keeps them focused on the purpose of the organization (Brown, Yoshioka, & Munoz, 2004). The alignment between company values and objectives which are revealed in a mission statement, result in a higher level of organization commitment. Effective communication channels are also used in organizations to enhance the motivation of employees. Nzuve, (1999) defines communication as the “process by which information is intentionally or unintentionally exchanged between individuals. Specifically, it is the transfer and understanding of meaning”. Nzuve states that communication serves four major functions: control, emotional expression, information and motivation. Communication controls employees by directing them to follow their job descriptions and comply with company policies. Communication within working groups is a fundamental mechanism by which members express their feelings, release their emotional expression and fulfill their social goals.

Communication also facilitates decision making by gathering and providing the information that individuals and groups need to make decisions. More importantly, communication fosters motivation in the organization by clarifying to employees what is to be done, how it is to be done, and what can be done to improve performance in the organization (Nzuve, 1999). Armstrong (1999) observes that management uses communication to achieve three things in the organization. First, to get employees to understand and accept what management proposes to do in areas that affect them. Secondly, to obtain the commitment of employees to the objectives, plans and values of the organization. Thirdly, to help employees to appreciate more clearly the contribution they can make to organizational success and how it will benefit them. Graham and Bennett (1998) point out that from the psychological point of view. As Wheelhouse (1989) stated communicating with the employees is the only way to find out how to motivate them. Drummond (1990, cited in Petcharak, 2002, p. 19) indicated that “the lack of good communication causes low productivity, poor service and increased costs”. Wheelhouse (1989, p. 209) declares that “business communication may be formal or informal and generally it falls into three categories: downward communication, upward communication and lateral communication”.

Downward communication is the form of communication that flows from the top hierarchy to the lower hierarchy that is from top management to subordinates. This form of communication is effective in

motivating employees especially when the leader/manager knows the type of information he/she is sending across and the impact that it will have on employees. Managers must develop strategies that will enable them put their message effectively across since it mostly consists of instructions, directions and orders. Upward communication flows from the lower level to higher level within an organization. Messages flowing from such channels tend to contain information about progress of work and information that managers need to make decisions on. Horizontal communication is usually among employees of the same hierarchy. This may include working together to achieve specific objectives in the organization.

Conclusion

Motivation is a complex concept and can help or harm an organization depending on how it is used within an organization. If a manager takes the time to understand the needs of his/her employees, then the recognition can be extremely useful. There have been many philosophers, who have tried to understand what motivates people, but every person is different and a theory cannot describe all people. It is understandable the managers have a full time job and do not have much time to be spending on rewards, but it also gives them the opportunity to understand their employees and connect with them on a personal level. Managers are not the only ones who can recognize others in the workplace. Employees can recognize each other as well. It has been proven that one cannot directly motivate someone else, but they can give them the tools they need to motivate themselves. Managers are the resources for employees and they should make sure that their work environment is pleasant, (Burton 2012).

Research Design

A research design represents the plan, structure and the strategy of investigation conceived so as to obtain answers to research questions and to control variance, (Emory, 1895). In undertaking this research, a case study and descriptive survey were chosen. Case studies are comprehensive enquiry into part of a subject with similar attributes to the entire subject being investigated to obtain an understanding of the whole subject; it therefore uses either qualitative and quantitative research or a combination of both. Leady (1993) as quoted by Chepkiloi, ((2005) explains the characteristics of descriptive research survey as methods that deal with a situation that demands the technique of observation as the main methods of collecting data. A descriptive survey is a collection and interpretation of data (Ghosh, 1992). Information was collected by asking a greater number of people from the sample chosen with known background some questions to help get possible, broad and accurate view of responses to certain issues and then test theories on social relationships (Peil, 1995; Babbie, 1992; Gill & Johnson, 1991).

Population of the Study

Sekaran, (2001, p.225) defines population as the entire group of people, events or things of interest that the researcher wishes to investigate. The population for the research was obtained from employees of Offinso College of Education in the Offinso Municipality in the Ashanti Region. The population consists of one hundred and forty (140) employees. Out of this number, sixty three (63) are teaching staff and seventy seven (77) consisted of non-teaching staff.

Sampling Techniques

Sampling techniques provide a range of methods that enables you to reduce the amount of data you need to collect by considering data from a sub group rather from the all possible case or element (Saunders et al., 2007). In undertaking the research, sample was taken with the purpose of being able to obtain results that can reflect the whole population being showed. The techniques chosen for this study were purposive sampling, simple random sampling, and convenient sampling. Purposive sampling was used to gather information from the key administrative heads of Offinso College of Education which includes the principal, and the heads of departments. This approach was chosen with the aim of being able to gather information and the views of management of the College and to have an insight into the motive behind the motivation strategies' in place and whether those strategies have yielded the expected results or there was still the need to implement better strategies. Convenient sampling as another sampling technique was to target tutors and part of the non-teaching staff (administrative staff) for easy and fast information at the convenience of the researcher. This technique involves selecting cases or units for observation as they become available to the researcher. Thus a sample size of eighty (80) was selected. Simple random sampling was also adopted to get

the opinions of the other non-teaching staff of Offinso College of Education. This process was chosen to ensure that every staff had equal chance of being selected.

Sample Size Table 1

CATEGORY	POPULATION	SAMPLE SIZE	SAMPLE TECHNIQUE
Administrative Heads	10	10	Purposive
Teaching Staff	63	55	Convenience
Non-Teaching Staff	77	45	Simple Random
Total	140	110	

Source: Field Survey, 2021

Out of the one hundred and forty (140) employees of Offinso College of Education that served as the research population, a sample size of one hundred (110) was chosen. Ten (10) of the employees sampled were the administrative heads of the College which included the Principal and Heads of Departments. Fifty (55) Teaching Staff was sampled. The forty five (45) Non-Teaching Staff sampled was; Accounting staff, Administrative/Clerical staff, Drivers, Labourers and Watchmen and the kitchen staff.

Data Collection

The method for the collection of data must rightly identify the sources of the data for the purpose of the research on the motivational strategies and its effectiveness within the Educational Sector and on employees of Offinso College of Education. Both primary and secondary sources of data were used during the research. The primary source referred to firsthand information gathered with the help of questionnaires, interviews and focus group discussions. The secondary sources were also information retrieved from documentations, books, journals, articles the internet and from the human resource department.

Data Collection Instrument

The instruments used in data collection comprises of questionnaires, interviews and focus group discussion. These instruments were chosen to ensure that the researcher had accurate information about what employees think of motivation and the packages instituted to enhance their effectiveness. The research objectives developed in chapter one which are expected to be achieved at the end of the research were used as the guidelines to develop the questionnaire. The questionnaire developed consisted of sets of questions based on the data to be collected. An interview guide was used to solicit information from management of Offinso College of Education Interview is a face to face discussion between the respondent and the person asking the questions. This personal interview enabled clarifying a lot of issues which was confronting employees about the strategies on motivation and what management considered were the best forms; and also how it has effectively impacted on employees and if there were any measures that needed to be put in place to ensure employees were efficient in their performance. The researcher chose focus group discussion as a data collection instrument to get the views of the non-teaching staff especially the security and laborers, kitchen staff as there was the tendency of not having accurate information about what they think about motivation and the motivational packages if the questionnaire had been used. This method ensured that conversations were started by the researcher with a topic on motivation. Respondents were given the opportunity to express their views and the important details were taken.

Data Analysis and Presentation

Data collected using the questionnaire were edited for clarity and then frequency tables were drawn to show the final results using Statistical Package for Social Scientist (SPSS) software. The SPSS was used to analyze the information gathered. Statistical Package for the Social Sciences (SPSS) was used to perform descriptive and quantitative analyses. The quantitative analysis employed for this research was based on frequencies, tables, mean and standard deviation while, the descriptive was based on using the theories to analyze the primary information. The instruments of data collection were tailored from primary source.

Socio Demographic Information of Respondents

The demographic and general background of respondents play an important role in understanding the information gathered from the field and placing the work in the right perspective. The total number of respondents for the research was one hundred and ten (110). This number represented fifty five (55) tutors, Ten (10) management staff and forty five (45) non-teaching staff. In answering the questionnaire a total of

eighty (80) respondents were used thus, it excluded respondents used in the interview as well as the focus group discussion.

Table:2. Sex of Respondents

SEX	FREQUENCY	PERCENTAGE
MALE	58	72.5
FEMALE	22	27.5
TOTAL	80	100

Source: Field Survey, 2021

Table.2 illustrates the sex of respondent. There are more than twice as many males as against female respondents in the survey as 58 representing 72.5% represents male while 22 represent 27.5% are females. This reflects the male dominance of staff in the College. It could also mean female recruitment to Offinso College of Education is on the low side. Thus, the need to recruit more female to have a good blend of both male and female employees

Table 3: Age of Respondents

AGE	FREQUENCY	PERCENTAGE
20 – 30	25	31.2
31 – 40	39	48.8
41 – 50	10	12.5
50+	6	7.5
TOTAL	80	100

Source: Field Survey, 2021s

In terms of age of respondents, the age with the highest respondent is age 31 – 40 years with a total of 39 representing 48.8%. This was followed by ages 20 – 30 with 25 representing 31.2%. 41 – 50 had 10 with a percentage of 12.5 while 50+ had 6 with 7.5%. This data can be interpreted to mean the youthful nature of most of employees and therefore the need to motivate and maintain them. It also has a blend of experience employees who can help sustain the College growth.

Table: 4.Educational Qualification of Respondents

QUALIFICATION	FREQUENCY	PERCENTAGE
MASTERS	33	41.2
FIRST DEGREE	20	25
HND/DIPLOMA	17	21.5
OTHERS	10	12.5
TOTAL	80	100

Source: Field Survey, 2021

In terms of qualification, table 4.2.3 explains the breakdown of respondents. Majority of respondent had some degree of qualification which means employees have the skills and ability to read and understand with or without assistance. Thirty three (33) of the respondents which represents 41.2% had master's degree

and were mostly tutors and College management heads. The next category was 20 respondents representing 25% had first degree. HND/Diploma had 17 representing 21.5% respondents while 10 respondents which represent 12.5% had other qualifications like SSSCE, O&A level, MSLC.

Table 5: Years of Working in the College

YEAR	FREQUENCY	PERCENTAGE
1 – 5yrs	6	7.5
6 – 10yrs	4	48.8
11 – 15yrs	29	36.2
16 – 20yrs	39	5.0
20+	2	2.5
TOTAL	80	100

Source: Field Survey, 2021

As illustrated from table 4.2.4 above, Thirty Nine (39) respondents which represent 48.8 had worked in the College between 16 – 20 years. Twenty Nine (29) representing 36.2% of respondents have worked with the College between Eleven (11) – Fifteen (15) years. This long service of respondents can be explained that the College retained employees who have more experience in profession. It can also mean something good was attracting people to hold on to their job or something bad was preventing others from entering. It again came to height that only 2 respondents which represents 2.5% had stayed more than twenty (20) years.

Identifying Motivational Packages

Table 6 Identifying motivational packages

Statements	N	Mean	SD
There exist effective communication system in the college	80	2.55	1.07
There is adequate job security	80	4.23	0.95
There is job flexibility	80	4.0	0.77
Employees are given the opportunity to advance in their field of work	80	3.66	0.99
The colleges recognizes employee's when they perform effectively	80	3.1	1.15
Adequate creativity and opportunity to take new challenges is provided	80	3.06	0.88
Promotional opportunities exist	80	3.5	0.93
Employees are involved in decision making	80	2.55	1.07
Employees are given their remuneration and other benefits	80	3.38	1.17
Effective performance appraisal exist	80	2.90	0.98

Source: Field Survey, 2021

Respondents indicated their extent of disagreement to agreeing based on questionnaires as presented in the table. Out of the eighty respondents, a mean of 4.23 with a standard deviation of 0.97 strongly agreed to job security as a motivational package which exists at Offinso College of Education. Respondent with 4.0 mean of 0.77 standard deviation point agreed to job flexibility as a motivational package. Respondent with 3.66 mean with 0.99 as a standard deviation also agreed to identifying opportunity for advancement as a motivational package. A mean of 3.5 with 0.93 agreed to identify promotional opportunities as a motivational package that exists at the college. 3.38 mean respondent with 1.17 again agreed to remuneration as a motivational a package that exists at the college. 3.06 with 0.88 identified adequate creativity and opportunity to take new challenges as packages that exist at the college. However packages such as employees involvement in decision making was strongly disagreed by respondents as 2.55 mean with 1.07 standard deviation was recorded. Respondents with 2.90 with 0.98 deviation also strongly disagreed with performance appraisal as a motivational package that exist at the college. Respondents with

2.55 and 1.07 deviation also strongly disagreed to effective communication as a motivational package. On recognition, 3.1 with 1.15 also disagreed to identify it as a motivational package. It can be referred that most of the motivation package that majority of the respondents strongly agreed to be extrinsic as identified by Bryan, Joyce & Weiss (2006) compared to intrinsic motivational packages. Intrinsic motivation can be based on positive valued experiences that one receives directly from his/her work which can be meaningfulness, competence, choice and progress. Important intrinsic motivation packages such as involvement in decision making enough recognition and work empowerment were should therefore be considered as important motivational packages in enhancing employee effectiveness.

Employee Perception Of Motivational Packages

Table7: Employee's Perception on motivation packages.

Statements	N	Mean	SD
Adequate job security motivates me to be effective	80	3.64	0.46
Opportunity is provided for employees to reach their potential and personal growth	80	3.26	1.05
Employees are given the right on the job training	80	2.20	1.10
The remuneration and other benefits are satisfactory	80	2.20	1.10
There is flexibility in job design	80	3.25	0.77
The college administration informs employees of various issues affecting the college	80	2.96	1.21
The administration solicit for feedback from employees when issues are shared	80	2.58	1.05
Equal empowerment as a form of motivation to perform exist for all employees	80	2.25	0.93
Employees are involved in decision making concern my college	80	2.65	1.56
Good relationship exist among co-workers	80	3.96	0.96
There is effective performance appraisal systems	80	2.79	1.03
Promotional opportunities and processing are effective	80	3.35	1.19
The college recognizes and acknowledges employees when they perform creditably	80	2.79	1.03
Opportunities are created for employees to be creative and take new challenge	80	3.04	1.08

Source: Field survey, 2021

In responding to other questionnaire respondents were asked about their perception on the motivational packages available at Offinso College of Education. It came to light that job security and good relationship among co-workers were strongly agreed by respondent as a mean of 3.64 with (0.46) and 3.96 with (0.96) were recorded respectively. This brings to the fore the argument that non-financial compensations or motivation packages are important when it comes to employee motivations as Lawler (1969) states "while financial compensation are sufficient in the short term, non-financial compensation helps to motivate in the long run. On promotional opportunities, respondents agreed as a mean of 3.35 (1.19) were taken. In addition, relevant job training was disagreed being poor as 2.20 (1.10) mean was recorded.. Respondents again disagreed to employees being involved in decision making as a mean of 2.65 (1.56) did not perceive as such. On the issue of remuneration and other benefits 2.20 with (1.10) responded as not satisfactory which suggest that financial motivation is important in an organization as Robbins et al (2003) argues that " money is the crucial incentive to work motivation because it is by which employees can purchase the numerous need satisfying things they desire. 2.79 (1.03) was recorded as not agreeing to employees being duly recognize when they perform creditably. Recognition is a cost effective way of enhancing achievements and enable people to feel involved in the company culture (Pitts, 1995, P14) this means it is important as an organization to recognize the efforts of employees to motivate them to achieve more. Respondents once again disagreed with the communication process of the college as 2.96 (1.21) disagreements was recorded about the college informing employees about matters concerning the college while 2.58 (1.05) was also recorded about the college soliciting feedback from employees. Communication if not use effectively can cause lack of productivity as indicated by Wheelhouse (1989, P 209) as "the lack of communication can cause low productivity, poor service and increase cost. Respondents disagreed with being given opportunity to take up new challenge as 3.04 (1.08) mean recorded. According to Herzberg (2003) the most effective ways of motivating employees is enhancing their work. Job enrichment must be systematic which will provide employees with genuine opportunities to grow and enlarge newly meaningful

jobs. This can be done by allowing employees to effectively participate in decision making process, being duly recognized, giving relevant information and feedback when necessary. Nonetheless, these key motivational packages are those that respondents strongly disagreed to which shows the poor existence of intrinsic motivation packages at Offinso Colleges of Education that is affecting employees effectiveness.

Impact of Motivational Packages on Employee Performance

Table 8 Impacts of motivation on employee's performance

Statements	N	Mean	SD
With motivation the overall quality of productivity is high	80	4.41	0.67
The quality of my performance is enhanced compared with others in terms of motivation	80	3.55	1.28
I can equally be as productive as any employee without motivation.	80	3.26	1.09
Motivation is the only key that can influence the quality of employee productivity.	80	3.55	1.55
Motivation is the only tool that can influence the quality of overall productivity.	80	3.96	0.77
I rank my overall performance to be excellent	80	2.20	0.91

Source: Field survey, 2021

Table 8 discloses the impact of motivational packages on employee's performance. As indicated from the result, 4.41(0.67) agreed with the assertion that the overall quality of productivity is high with motivation thereby confirming the work of Kiprop (2012) who indicate that it is important for organizations to have in place strategies that can effectively motivate employees to perform better in their field of work. 3.96(0.77) mean were respondents who agreed that motivation can enhance the quality of their performance. This means that if the right motivational strategies are put in place, employee's performance can be enhanced thus productivity will increase and turnover decrease. Motivation is important because it helps in improving level of efficiency of employees which can lead to achievement of organizational goals. 3.55 (1.55) mean respondents however disagreed that motivation is the only key that can influence the quality of individual productivity. Various factors may hinder or enhance employee's performance. Instances such as family presentation affect employee's performance positively or negatively. This was further confirmed by 3.55 respondents agreeing that they can be equally productive without being motivated. In respondents ranking their overall performance 2.2 however disagreed that their performance has been excellent. This can mean that the motivational packages available do not influence employee's performance. The table below gives the general breakdown of the impact of motivation on employee's effectiveness.

Motivational Challenges

Table: 9 Motivational challenges of employees

Statement	N	Mean	SD
There is lack of teaching and working materials for employees to effectively performs their duties	80	3.21	1.23
Bureaucracy makes it difficult to perform effectively.	80	3.18	1.14
Employees are not given enough recognition when they perform exceptionally	80	3.25	1.21
The remuneration is woefully inadequate	80	3.91	0.99
Poor working environment	80	2.80	1.19
Frequent job interference	80	2.93	1.33
There is lack of relevant training	80	4.04	0.88
There is lack of accommodation	80	4.63	0.83
The conditions within which employees work is very poor	80	3.08	1.02

Source: Field survey, 2021

The causes of poor performance of employees can be attributed to the challenges they face in the cause of their duties. When respondents were asked to identify some motivational challenges that have affected their performance, majority of respondent attributed it to lack of accommodation as a mean of 4.63 (0.83)

strongly agreed that it as a motivational challenge. Another motivational challenge that had another degree of motivational challenge was lack of relevant training as 4.04 (0.88) also strongly agreed that it is a challenge that does not motivate them. Remuneration was the other motivational challenge agreed to by respondents as 3.91 (0.99) mean agreed that it was woefully inadequate. Lack of teaching and learning materials had a mean of 3.21 (1.23) which means respondents agreed to that statement as a motivational challenge they face in performing their duties. Another motivational challenge was bureaucracy making it difficult for employees to perform their duties as 3.18 (1.14) mean was recorded. On recognition a mean of 3.25 (1.21) was recorded as a challenge. The conditions of service were also agreed to as a motivational challenge as out of the eighty respondents chosen there was a mean of 3.08. It can therefore be concluded that employee motivation is very low at Offinso College of Education.

Focus Group Discussion

Focus group discussion was organized for part of the non-teaching staff. Twenty five respondents were selected to participate in the discussion. Participants were randomly selected according to their departments. The discussion was focused on having a frantic discussion among them and finally formulates strategies for the identified problems. Participants in this section are referred to as respondents. The forum was to provide an opportunity and also serve as useful tool for participant to express their operations on identifying motivational packages, their perception about the packages, its impact on their performance and the challenges employees' face which do not motivate them to perform. In all, the entire forum lasted for three hours. The first group tasked with identifying motivational packages available at Offinso College of Education identified promotion, job security, flexible job, good working relationship, giving of breakfast and lunch (food), remuneration and allowances ,opportunity for advancement(scholarship scheme) accommodation as motivational packages available at Offinso College of Education. The next groups were to analyze and give their perception about the motivational packages that have been identified. As a result the following motivational packages were identified with participants expressing their views and perception.

Promotions:

Discussing their perceptions about the motivational packages that have been identified, many issues were raised concerning promotions and what they considered was motivating and not motivating them. The group was generally dissatisfied with manner in which promotion were processed. The problems identified were the delay in promotions and bureaucracy nature of the process. As one respondent explained that they do not get to know the time for applying to be promoted and where they do, they have to do the process by themselves which always leads to their application being rejected because they delayed in filling the forms. It was however recommended that the officer in charge of matters relating to promotions must clearly articulate, and make relevant documents and information accessible for employees and be the liaison between staff and the educational office so that promotions are not unnecessary delayed.

Remuneration and Benefits

On remuneration and fringe benefits, the group again strongly disagreed with the salaries and benefits they received as most argued that their remuneration was nothing to write home about. Through the discussion, the group perceived that their remuneration does not motivate them to effectively perform.

Food:

In order for employees to be satisfied with their work, measures such as giving breakfast and lunch to employees had been initiated by the college. However respondents argued about the quality of the food and suggested if there will improvements to it. In all respondents revealed of their satisfaction with the initiative as many explained it has been a good source of supplementing their income since they did not have to worry about what to eat when they came to work.

Job Security:

The next package identified which group members perceived as effective in enhancing their performance was job security. There is the need for organization to provide employees with job security and safety at the workplace. The group perceived that they were satisfied with been secured that they have a job which they get paid monthly and also satisfied with working in an environment where their lives were free from danger.

Opportunity for Advancement

In perceiving whether there was enough opportunity for advancement in the College, respondents in the group strongly agreed to it. However, they perceived it was not the best and does not positively affect them as non-teaching staff. The administrative and clerical staffs explained further that though a scholarship scheme was in place which all staff members are entitled to the non-teaching was mostly sidelined when it comes to assessing the scheme. This they perceived as very not motivating enough. There was the argument that it was because they do not have representative at the committee set out to approve employees who apply for scholarship.

Recognition and Involvement in Decision Making

On this issue, there was a huge debate as its existence as it was strongly argued by respondent that it does not exist in the College. They were of the opinion that even decisions concerning their department are taken without their involvement. Respondents further discuss that meetings are organized without them being involved which suggest that they were not part of the college.

Accommodation and Transportation

Even though accommodation was identified as a motivational package that exist at the college, it came out that majority of the respondents have not enjoyed it. Many argued that accommodation was a big issue and as does not motivate them as some employees have to come to work early and close early. A participant from the kitchen did not like the fact that they were discriminated when it came to issues on accommodation. She explained further that they close sometimes as late as eight in the evening. Employees did not perceive that the College was doing best in terms of transportation as they have to come and close home late without been given transportation to at least a place where they can easily get cars to their homes. The third group was task with examining the impact of the motivational packages on their performance. Respondent did not believe that the motivational packages they have identified have had any significant improvement in their performance rather it has reduced their output. They argued that motivation is the only key that can influence the quality of their performance.

The fourth group was to discuss the motivational challenges at Offinso College of Education. This group strongly pointed out that lack of accommodation was a major motivational challenge which affects their performance. It came out that many non-teaching staff did not have campus accommodation meanwhile the nature of their job demands that they stay close to the working place as it was stressed by an election. Another challenge which was discussed was the lack of relevant training and the fact of not being duly recognized by management when they perform creditably. One of the group members, a security explained the challenge which does not motivate them was the lack of protectors and the limited number of security personnel which makes their work very difficult.

Result from the Interview

In this section of the research, the target groups were the Principal, the finance officer and the various head of department as well as the house masters/mistresses. The interview focused on issues raised in the questionnaire and through the discussion issues outside these findings were also raised. Under this section, interviewees are referred to as respondents.

Administrative Heads

Respondent gave a general background about the governance of the College stating that it has a management council who meet to take decisions on matters concerning the College at least the beginning of every semester. However, respondents were quick to add that for some time, they have not met to deliberate on issues. Respondents were again satisfied with how employees perceived the college and the motivational packages available. Respondents gave packages such as accommodation, giving of food, scholarship scheme, promotion, recognition, participative management as some packages. This formed the basis of the interview to clarify opinion on decision making process in the College which employees did not see it effectiveness. In answering, respondents admitted that every decision concerning especially academics are taken with the heads of department and tutors are met beginning every semester to deliberate on what to be done during the semester but tutors fail to attend meetings. This may account for decision being taken without their involvement.

Commenting on communication in the College, there was the acceptance to the fact that the structures are not well functioning as it is supposed to be. The flow of information in the College has always been a problem since sometimes information that needs to get to appropriate people does not get them on time or might or might not get to them. Measures such as instituting text messages to inform employees of meetings have therefore been initiated. Reacting to employees acknowledging the fact that there are opportunity for advancement in the College, Respondent said every individual who has vision would want to go higher and therefore he tries not to discourage employees who want to do further studies but was worried about the fact that some people abuse their opportunity given them, however there are strategies to deal with tutors who absent themselves without any tangible reasons. The respondent further added that he encourage every employee to take advantage of the scholarship scheme available for colleges of education. Matters on recognition was very interesting as the respondents agreed that recognition is only given to those who deserve it but these days people will want to be recognized only on monetary terms and felt that was a unfortunate, however he tries to give praise and acknowledge people employees when it becomes necessary.

On promotion and its problems, the respondent again acknowledged the difficulties and gave assurance that the officer in charge will be trained on the process and procedures and on how to treat them so that employees do not have to be processing their own documents. On office accommodation, he explained that efforts are being put in place to get better offices for employees whom he had started by getting decent office for tutors and hope to continue with the non-teaching. However on house accommodation for staff, respondent agreed to the fact that to college was challenge in that aspect since accommodation on campus was inadequate to cater for all staff of the college. Commenting on remuneration and fringe benefits and its implication on employee performance in the College, the finance officer explain that remunerations are nothing to write home about and that accounted for the dissatisfaction and strikes among employees. He was at this point particular about non-teaching staff salaries which he said was woeful and wish he could do something about it but since salaries are not paid by him, we have to leave it there. On benefits such as allowances that the College can give to employees, he said, the College tries as much as possible to do so when necessary. He said paying of tutors who teach in the distance programme (UTTDDBE) are paid whenever the various district pay them but the problems that they encounter is the taxation that is deduction from it and narrated a lot of instances where they have been verbally assaulted for deducting taxes from allowances. The major account for employee ineffectiveness can be due to poor remuneration and general poor conditions of service.

Heads of Department

The heads of department were made to react to issues that bothers on their department and the strategies adopted to ensure that staffs within their department were motivated enough. In interviewing the heads of department, it came to light that most of them were not satisfied with administration of the College and the strategies involved in motivating employees. Communication, one respondents commended was a problem as their attention can be drawn to serious issues like meetings sometimes on the same day the meeting will be taken place and wonder how he could get the views of her department and the sort of input she can make at that meeting. An issue that was common among the heads of department was the matter of job interference as respondents were highly dissatisfied about employees who were not heads of department but acted more which they said brings a lot of confusion and tension among employees. One respondent said the closer you are with management the more you are recognized and since people will usually want to be unduly recognized will step on toes regardless of who gets hurt. Issues regarding accommodation and transportation were also a major demotivating factor, as most respondents were not having accommodation on campus which according to them was very discouraging as most of them said it becomes very difficult to come to campus everyday especially when they do not have lessons. Respondents on promotion disagreed with the process and inquired why heads of department do not have columns where they can appraise employees under them since they work directly them and know who is performing and who is not performing.

Lack of adequate incentives to work was expressed strongly argued by a house mistress that the work they do and the incentives that accompany it was woeful as they use their money and their own vehicles most of the time to take students to hospitals especially at night which are never given back to them. However in answering on what strategies they adopt to ensure that members in their department are motivate to work, it

was explain that they try as much as possible to organize meetings to discuss issues that bothers them and hinder them from performing their duties so that anytime management organize meeting they are able to bring to bear the issues in their department. Some heads of department also explained that, their department has welfare policies where they make contributions every month which they use whenever a member has a problem or need some assistance. Another strategy which came up was ensuring that their department gets the basic working materials to work. Here, they ensure that every week they get them from the supply officers in order not to be disadvantaged. Responses from the interviewees collaborate with most of the findings from the survey. Difficulties encountered with flow of information were strongly agreed by respondents in the survey which point that communication flow in the College is poor. Other related views which were expressed such as job interference, accommodation problems, and issues on promotion, inadequate incentives and poor recognition were not different from those expressed by the survey respondents. This indicates that the survey and interview are both reliable and credible since they validate each other hence the need for the issues raised to be attended.

Summary of Findings

Motivational Packages at Offinso College of Education

Adequate job security and job flexibility were the major motivation packages strongly agreed to by employees. Opportunity for advancement in the field of work and the existence of promotional opportunities were also agreed to by majority of the respondents as motivation packages at the Offinso College of Education. Furthermore, employee's involvement in decision making, satisfactory remuneration and fringe benefits and the existence of effective performance appraisals were disagreed by majority of the respondents as motivation packages that exist. Majority of the respondents did not perceive effective communication system, enough recognition and work empowerment and adequate creativity and opportunity to take new challenges as motivation packages at the Offinso College of Education.

Employees Perception of Motivation Packages at Offinso College of Education

Adequate job security and the existence of good relationship among co-workers were strongly agreed to by majority of the respondents as motivation packages that enhances their effectiveness. In addition, relevant job training, satisfactory remuneration and other benefits, equal empowerment of employees to perform and employees involvement in decision making, accommodation and transportation together with job interference were disagreed by majority of the respondents as motivation packages that exits in enhancing their performance. Moreover, majority of the respondents did not agree with regards to the existence of getting informed on various issues affecting the college; feedback solicitation on issues shared; effective performance appraisal systems; recognition and acknowledgement of employees when they perform creditably; and the creation of opportunities for employees to be creative and take new challenge as motivation packages that enhances their performances. The data gathered revealed that most respondents were not satisfied about the motivational packages being implemented at the college as it does not motivate them to be effective and productive in their duties. The packages were mostly extrinsic in nature which is not motivating enough

Impact of Motivational Packages on Employee's Performance at Offinso College of Education

The study disclosed that majority of the respondents agreed with the assertion that the overall quality of productivity is high with motivation. Respondents also disagree with the assertion that motivation is the only key to influence the quality of individual productivity. This was further confirmed by respondents agreeing they can equally be as productive as any employee without motivation. It was further revealed that respondents did not believe that their overall performance is excellent compared with the motivational packages available.

Motivational challenges at Offinso College of Education

The study shows that Offinso College of Education was much challenged when it comes to employee motivation as many challenges were identified by respondents. Lack of accommodation, lack of relevant training, and woefully inadequate remuneration were strongly agreed to by majority of the respondents as challenges confronting the motivation of employees. In addition, the study disclosed that majority of the respondents agreed to lack of teaching and working materials for employees to effectively perform their

duties; lack of enough recognition of employees when they perform exceptionally; bureaucracy; frequent job interference; poor working environment; and the very poor condition within which employees work affects motivation of employees.

Conclusions

From the study results and discussions, the following conclusions are drawn: To begin with, given the findings from the study it can be concluded that though some motivational packages exist at the Offinso College of Education they were mainly extrinsic motivation packages which has to do with the work itself. Adequate job security and job flexibility was identified as the most important motivation packages at the college. Intrinsic motivation packages such as involvement in decision making, effective performance appraisal were absent. Also information on intrinsic motivation packages such as effective communication system, enough recognition and work empowerment and adequate creativity and opportunity to take new challenges were not conclusive as majority of the respondents disagreed of their existence. Moreover, it can be concluded from the study that employees of the Offinso College of Education do not consider or perceive there are in existence adequate motivational packages to enhance their effectiveness. Their acknowledgement of the absence of most of the motivation packages including relevant job training, satisfactory remuneration and other benefits, equal empowerment of employees to perform and employees involvement in decision making attest to this fact. In addition, the study concludes that motivation packages affect the performance and effectiveness of employees at the Offinso College of Education even though it was identified that performance and effectiveness is not solely determined by the motivation packages. It can be concluded from the study that the Offinso College of Education is plague with some motivational challenges like most institutions. These motivational challenges when addressed with the right strategies will enhance the effectiveness and performance of employees of the college. Finally, given the overall finding of the study, it cannot be convincingly concluded that there exist effective motivation strategies at the Offinso College of Education even though some strides have been made aimed at motivating employees to perform efficiently.

Recommendations

Based on the findings of the study the following recommendations are made: The study recommends that efforts be channeled at improving the intrinsic motivation packages of the college. The decision making process must be broadened by the key administrators of the college. Employees are mostly enthused and motivated when their views are considered in decision making and given feedbacks on issues discussed. Efforts must also be directed at improving the system of communication at the college as it revealed that communication was poor even among management. "Top down" and even more importantly, "bottoms up": feedback should be sought from employees in terms of whether they are feeling actively informed, involved and engaged or whether their voices are being heard by management. If not, then the flow of communication in terms of a bottom-up approach should be used in order to motivate and also gain the commitment of the employees for a better strategy alignment of the college.

In addition, the study recommends that the Offinso College of Education must provide the needed teaching and working materials for employees as a motivation package to enable them perform effectively. The non-teaching staff plays an important role in the entire running of the institution thus provision of the working materials they need go a long way to affect the performance of the entire employ

In an organization, employees feel part when their efforts are duly recognized. It is therefore recommended that employees at the college should be duly recognized and appreciated so that they feel part of the college. Furthermore, information on promotion must be made available to all staff and in transparent manner to enable employees take advantage of such motivation packages. To facilitate this process the study recommends that the officer in charge of administrative matters must be given the necessary training and the needed tool to enhance performance and also ensure effective collaboration between the Municipal Education Office and the employees of the college to prevent the individual enquiry and submission of promotion letters to the municipal education office and the reduce the bureaucracy associated with this process.

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