



IMPACT OF MOTIVATION ON THE PERFORMANCE OF PUBLIC HEALTH EMPLOYEES IN GHANA, A CASE STUDY IN ACCRA DISTRICT

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ABSTRACT

The purpose of this study was to look at the effect of motivation on the performance of public health employees in Ghana, with a focus on the Accra District. The study had three goals: to look at the motivation techniques utilized at Korle-Bu Teaching Hospital, to look into the elements that impact employee performance, and to figure out how motivation and performance are related.

The study employed a case study technique, with Korle-Bu Teaching Hospital serving as the case study, as well as an explanatory research design. To meet the study's goals, stratified random sampling was employed in sample selection, with personnel being divided into management levels. Employees of Korle-Bu Teaching Hospital were chosen as the sample of 30 respondents. According to the findings, Korle-Bu Teaching Hospital motivates its staff in a variety of methods, including providing fringe benefits, awarding incentives to outstanding employees, instilling a sense of responsibility, promoting consistently good individuals, and treating all employees equally. The survey also indicated that the management did not use motivational techniques such as compensation, training, employee engagement in decision-making, and personnel rotation. The survey also discovered that motivation is the most important element influencing employee performance. Employee motivation and performance were found to have a direct, substantial, and favorable link in the study. According to the investigation management should always do a comprehensive investigation into the numerous performance and effectiveness that might encourage certain personnel.

KEYWORDS: *employee motivation, employee performance, Korle-Bu Teaching Hospital, Public Health Workers.*

1.0 INTRODUCTION

Organizational objectives and goals, according to researchers and managers, are unattainable without the members and workers of the organization's long-term commitment. The globe is undergoing massive transformations. Business globalization is rising, and information technologies are improving (Dockel, 2003). These big developments are dramatically changing our lives, both for the better and for the bad (Keritner, 2004). They cause changes in the way businesses are run, how employees act, and how managers manage their teams. Companies must adapt to these developments in order to remain successful (Vercueil, 2001).

Motivation, according to Stoner et al. (2000), is a human psychological trait that influences a person's level of commitment to a certain conduct. Employee motivation, according to Balunywa (2005), is defined as identifying subordinates' interests and needs and establishing an environment conducive to achieving company goals and objectives.



Employee performance refers to the amount and quality of production that assists the organization in achieving its goals. In other words, qualities, actions, and/or outcomes may all be used to assess performance (Bratton and Gold, 2003).

Financial and non-financial incentives, as well as human resource management techniques, play an essential role in enhancing health professional motivation (Mathawe and Imhoff, 2006).

The World Health Organization stated that enhancing health systems in underdeveloped countries is becoming increasingly important in order to achieve the Millennium Development Goals (MDGs) (WHO, 2006). This is still applicable to the current Sustainable Development Goals (SDGs) (Report Health for All, 2014). It was widely acknowledged that one of the major roadblocks to reaching the MDGs was a lack of appropriately qualified and motivated staff; consequently, enhancing health worker retention was crucial for health system performance (WHO, 2006). African countries, for example, require at least one million extra employees in order to provide basic services in accordance with the MDGs (Willis-Shattuck, 2008).

In Ghana, Alhassan et al. (2009) investigated the link between health worker motivation and attempts to improve health care quality. The majority of health institutions, according to these researchers, did not establish proof of strategies for ongoing quality improvement safety. Overall, staff motivation was low, with workers at private institutions reporting better working circumstances than those in public facilities, indicating that more comprehensive staff motivation is required to enhance quality strategies.

According to Ayizem and Suuk (2012), the National Health Insurance Scheme (NHIS) increased insured people's access to healthcare. However, increased use of health care services by insured people resulted in increased burden for providers, which influenced their behavior, for example, and resulted in extended wait times. According to Adinkrah (2014), the insured abused their services. The insured visit the facilities for minor ailments and even to pick up medications for uninsured relatives and acquaintances. Some insured customers even charge the uninsured a fee to use their insurance cards to get health treatment on the insured's behalf. As a result of the increasing attendance and perceived service misuse by the insured, providers' workload has grown. Providers labor for lengthy periods of time without taking a break. However, as a compensation for the additional burden, providers are not sufficiently motivated (Adinkrah, 2014).

The goal of the research is to find out how motivation affects the performance of health care workers. This would help to identify priority areas for intervention at the local level in order to enhance health professional care delivery to clients, as well as boosting the overall health of Ghanaians (Aladwan, Bhanugopan, & Fish, 2013). Three main goals are being pursued in this study: Examine the motivational strategies utilized at Korle-Bu Teaching Hospital, as well as the elements that influence staff performance in the Korle-Bu Teaching Hospital, Accra District, to create a link between employee motivation and performance

2.0 LITERATURE REVIEW

There is a relationship between intrinsic motivation and employee engagement, as well as extrinsic motivation and employee engagement, according to Khan and Iqbal's (2013) research. Additionally, both intrinsic and extrinsic motivation have been demonstrated to have a significant positive influence on employee engagement. According to the study, extrinsic motivation had a higher link and influence on employee engagement than intrinsic motivation. In both commercial and public enterprises, Bergstrom and Garca (2016) investigated how intrinsic and extrinsic motivation effect employee engagement. The research, on the other hand, was focused on managers' impressions rather than employees. Managers feel intrinsic motivation has a bigger influence on the psychological components of employee engagement, according to the results of the investigation. They discovered that extrinsic motivation is important to employee performance, but to a lower level psychologically, as part of the complete package that the firm and the management deliver to the individual. Using compensation, fringe benefits, promotion, and loans as motivators, Owusu (2012) evaluated the influence of motivation on commercial bank employee performance in Ghana. In their research of Parsian hotel workers in Tehran, Pessaran and Tavakoli (2011) used salary, security, working conditions, status, success, recognition, growth and advancement, job itself, and responsibility as motivational components. Similar study was carried out to categorize employees based on their motivation needs as identified by the questionnaire, and to create similarly motivated worker groups as a consequence. Data was gathered using a questionnaire-based study. Employee motivation and organizational performance have a favorable association, according to the study. 2012 (Manzoor)

Another research looked at librarian motivation, the impact of motivation on performance, librarian perspectives on motivation, librarian satisfaction, and the efforts made by public university administrations to



inspire librarians. The topic of motivation and its implications on performance were examined through a literature review.

A questionnaire was prepared and disseminated to 72 targeted librarians in six public universities in Ghana using a survey approach, and sixty of them returned the completely filled questionnaire. The goal of the survey was to uncover the inner and extrinsic variables that inspire librarians and how they impact their work. The study found that librarians in Ghana's public universities are highly motivated, and that this drive has a favorable impact on the majority of librarians. The administrations of public universities have made some attempts to inspire librarians, but more must be done to improve the existing situation. Muogbo (Muogbo, 2013).

Another research was conducted in 2013 with the goal of determining the impact of work motivation on employee performance at the Islamic Revolution Housing Foundation. In this study, a sample of 70 people was chosen at random from a population of 85 employees at the Islamic Revolution Housing Foundation using the Morgan table. Work motivation and work performance questionnaires were created, and the data was used to conduct data analysis and hypothesis testing with the help of AMOS and SPSS software. The findings reveal that work motivation has a favorable and considerable impact on employees' job performance at the Islamic Revolution Housing Foundation (Azar & Shafighi), 2013)

Muze (2014) also conducted study on employee motivation and its influence on goal achievement performance. The goal was to look into the criteria that businesses use to motivate their employees, to assess the challenges that firms experience in inspiring their employees, and to look into the impact of motivation on employee performance. The findings of Muze's study clearly demonstrated the influence of employee motivation on organizational efficiency; nevertheless, other markers of employee motivation, such as recognition and empowerment, were overlooked.

Tausif (2012), as cited in Haider, et al (2015), conducted an experiment of public-school teachers in Pakistan and found that non-monetary incentives were crucial in enhancing employee work satisfaction and motivation. Employee recognition, according to Barton (2006), is the most essential component in enhancing job satisfaction and motivation among non-monetary rewards. Furthermore, Yousaf et al (2014) suggest that the value of a motivated staff in enhancing corporate motivation cannot be overstated.

Aside from monetary compensation, the employee expects to be recognized and appreciated for his work and contributions.

RESEARCH METHODOLOGY

3.1 Research Design

According to S.Sarantakos (1993), this is the most important part of the research process since it is here that the entire study is planned, possibilities are evaluated, decisions are taken, and the research specifics are laid out for implementation. The researcher utilized a case study technique using Korle-Bu Teaching Hospital, Accra District and an explanatory research design to explain why employee performance remained poor despite the several methods put in place by Korle-Bu Teaching Hospital, Accra District management to inspire its staff. The study's major focus was quantitative. However, a qualitative technique was employed to acquire a deeper grasp of the quantitative study's results and maybe permit a better and more insightful interpretation.

3.2 Study Population and sampling method

The study's target demographic is the administration of Korle-Bu Teaching Hospital in Accra District, particularly those in charge of human resource management, as well as the employees themselves. The 131 staff of the Korle-Bu Teaching Hospital, Accra District Office, are included in the research. For the objective of the study, 30 workers were chosen using random and purposive sample approaches.

Table 1: Shows the number of respondents from each department.

Department	No. of respondents
Human resource	10
Finance and Accounting	10
Marketing	5
Operations	5
Total	30

Source: Primary Data 2022



3.3 Data Collection Instruments

A questionnaire is a collection of questions created by the researcher for the responder to fill out. This was the researcher's primary data gathering instrument. The variables in the questionnaire were tested using the Likert scale approach and included both closed-ended and open-ended structured questions. The usage of this strategy was chosen since it reduced prejudice.

3.4 Data analysis, Processing and Presentation.

Data was collected through a questionnaire, edited, and then computed. Tables were also used to examine it. The link between the two variables, motivation and public health personnel performance, was determined using Pearson's correlation coefficient. A number, letter, character, symbol, or any combination of these is used to represent a data item in data coding. This was accomplished by recognizing the themes that were present in the various texts or paragraphs. Following the collection of the relevant data, the data was coded and amended, examined, and recoded to guarantee consistency and eliminate mistakes. Data was analyzed both qualitatively and quantitatively. Quantitative data will be analyzed using computer programs such as Microsoft Office and Smart PLS 3. Qualitative data was analyzed in the field as it was collected (verbatim reporting) using coding sheets, while quantitative data will be analyzed using computer programs such as Microsoft Office and Smart PLS 3. Thematic analysis was also employed in qualitative analysis, while graphs, tables, and pie charts were used in quantitative data analysis for data.

EMPIRICAL ANALYSIS

4.1 Background information of respondents.

4.1.1 Gender of respondents

The gender of the responders has been determined. This was done to find out how males and females in the community participate actively in conducting the research. The study included both male and female participants, yielding a wide range of results that were not skewed, making it gender sensitive.

Table 2: Gender of respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	14	47	47	47
	Female	16	53	53	100
	Total	30	100	100	

Source: Primary data2022

Table 2 shows that the management employs both male and female employees, female employees account for 53% of the total, while male employees account for 47%. This means that the Korle-Bu Teaching Hospital in the Accra District employs both men and women, despite a 6 percent gender gap. It shows that the Korle-Bu Teaching Hospital in Accra District does not discriminate in the hiring of its workers.

4.1.2 Marital status of respondents

Respondents were asked to state their marital status and below are the responses.

Table 3: Marital Status

	Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	20	67	67	67
	Married	9	30	30	97
	Widow(er)	1	3	3	100
	Total	30	100	100	

Source: Primary data2022

Table 3 demonstrates that 67% of respondents working at Korle-Bu Teaching Hospital in Accra District are single, 30 percent are married, and just 3% are widow(er). This means that, as shown in the table above, the management employs single workers. As a result, management should increase the number of singles hired because they are more productive and do not have as many duties.



4.1.3 Age bracket of respondents.

In the process of analyzing the link between motivation and employee performance at the district. The age mix of the survey respondents was also a significant element. This was because various age groups were believed to have varying understandings of the research variables, which were nevertheless important to the investigation. As seen in table 4, the findings from the research respondents indicated distinct age groups.

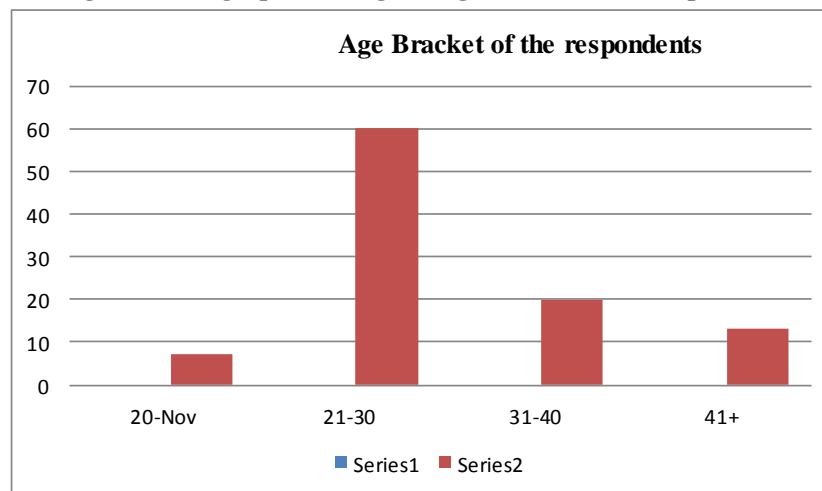
Table 4: Age bracket

	Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-20	2	7	7	20
	21-30	18	60	60	80
	31-40	6	20	20	93
	41+	4	13	13	100
	Total	30	100	100	

Source: Primary data 2022

Table 4 shows that 60 percent of the respondents who work at Korle-Bu Teaching Hospital in Accra District are between the ages of 21 and 30, with 20 percent being between the ages of 31 and 40. Those aged 41 and older make up 13% of the population, while those under the age of 20 make up just 7%. This indicates that the management is more interested in persons between the ages of 21 and 30, who are still enthusiastic and eager to achieve great things in the future. Korle-Bu Teaching Hospital, Accra District, should attract new graduates from colleges and universities since that is the target age group. It is depicted as follows, using a bar graph.

Figure 1: Bar graph showing the Age bracket of the respondents

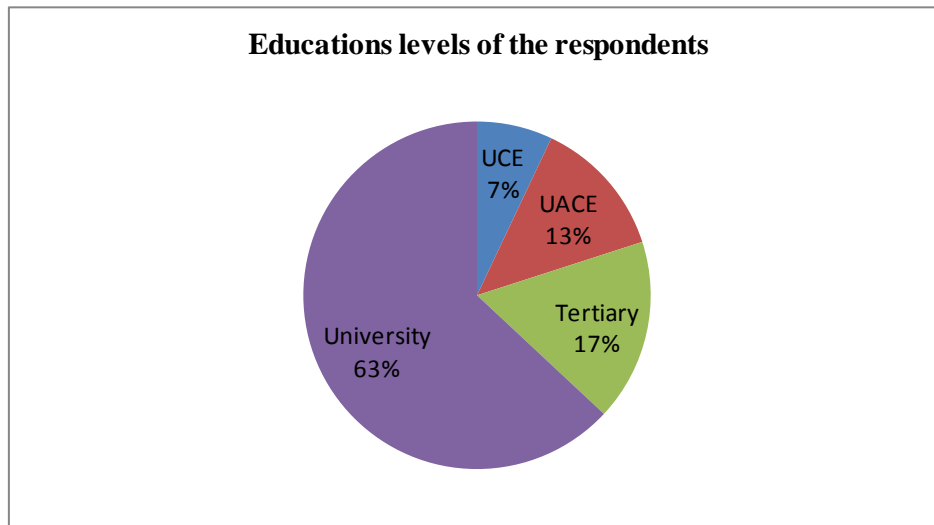


Source: Primary Data 2022

4.1.4 Highest level of education attained by the employees.

Those who have completed primary, secondary, tertiary, and university levels of education were all addressed during the study procedure in order to obtain information from all types of respondents. As seen in the pie chart below, this determined the respondents' educational levels.

Figure 2: Pie Chart Showing the Highest level of education attained .



Source: Primary data 2022

According to the pie chart, university graduates account for 63 percent of the respondents who work at Korle-Bu Teaching Hospital in Accra District, while those from higher institutions account for 17 percent. This implies that, in order to assure excellent work, Korle-Bu Teaching Hospital, Accra District prioritizes education and experience while hiring new personnel. As a result, management should review its procedures on a regular basis in order to maintain the current quality.

4.1.5 Duration in service

Table 5: Length at work

Duration in service		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year back	8	27	27	27
	2 years back	14	47	47	74
	3 years back	4	13	13	87
	4+ years back	4	13	13	100
	Total	30	100	100	

Source: Primary data 2022

According to table 5, 47 percent of respondents joined the management in the previous two years, while 27 percent joined one year ago. The data also reveals that 13% and 13% of the management members joined 3 and 4 years ago, respectively. According to the aforementioned findings, Korle-Bu Teaching Hospital in the Accra District is staffed by personnel who joined within the last two years. It's a sign that the management can't keep its personnel for a long time, which explains the high staff turnover at Korle-Bu Teaching Hospital in Accra District. As a result, the management should do extensive study to determine why there is such a high rate of employee turnover. This will aid the management in retaining experienced and knowledgeable personnel.

4.2 MOTIVATION TOOLS UNDERTAKEN BY KORLE-BU TEACHING HOSPITAL, ACCRA DISTRICT

4.2.1 Wages and salaries

4.2.2 Payment in time

Respondents were asked whether they are always paid in time and the following information was obtained.

**Table 6: Timely Payments**

Timely Payment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	9	30	30	37
	Not sure	6	20	20	57
	Disagree	11	37	37	94
	Strongly disagree	2	6	6	100
Total		30	100	100	

Source: Primary data2014

According to table 6, 37 percent of respondents believe that they get paid on time, whereas the majority of respondents, 43 percent, disagree. This indicates that, management does not use this method to motivate its personnel. Management should review its payment plans and strive to pay on time every time. Employees will be able to satisfy their expectations and manage their expenditures more effectively as a result of this.

4.2.3 Piece rate system

Table 7: Table 11: Work load & payment

Work load & Payment	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	3	10	10	10
Agree	4	13	13	23
Not sure	9	30	30	53
Disagree	9	30	30	83
Strongly disagree	5	17	17	100
Total	30	100	100	

Source: Primary data2022

Table 7 shows that in all, 47% of respondents disagree with the statement, while just 23 percent agree with it and 30 percent are unsure. The government, like the majority of municipalities, does not have a performance-based compensation system in place to reward its personnel. It is critical that management consider compensating employees based on the amount of work they do in order to get greater outcomes; this will encourage people to work harder in order to earn more.

4.2.4 Employee Fringe benefits

When respondents were questioned if the management gives fringe benefits to all employees, the following information was gathered.

Table 8: Fringe benefits

Fringe benefits	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	9	30	30	30
Agree	7	23	23	53
Not sure	3	10	10	63
Disagree	6	20	20	83
Strongly disagree	5	17	17	100
Total	30	100	100	

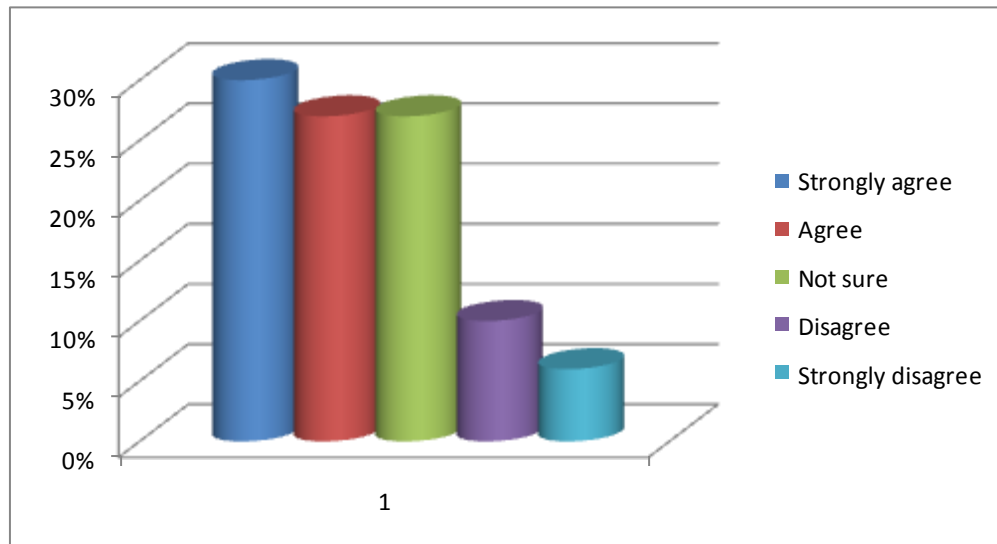
Source: Primary data2022

Table 8 reveals that overall, 53% of respondents believe that the management offers fringe benefits, compared to 37% who disagree and 10% who are unsure. This indicates that the management agrees with Doellgast (2006)'s earlier disclosure that providing fringe benefits is one of the instruments that may be utilized to inspire employees. Management should continue to give greater fringe benefits to its employees, such as medical allowances, housing allowances, and transportation allowances.

4.2.5 Bonus payment

When respondents were asked if they receive a bonus if they fulfill their goals, the following results were found.

Figure 3: Showing the bar graph of Bonus payments



Source: Primary data 2022

According to a bar graph, 57 % believe that when employees accomplish their objectives, they are awarded a bonus, while just 16 percent disagree and 27 percent are unsure. It's a sign that the management employs bonuses to keep its personnel motivated. In order to retain current employee satisfaction, management should change its bonus payout policy on a regular basis.

4.2.6 Employee training

Respondents were asked if Korle-Bu Teaching Hospital in the Accra District often gives training to its personnel.

Employee training		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	17	17	17
	Agree	1	3	3	20
	Not sure	9	30	30	50
	Disagree	6	20	20	70
	Strongly disagree	9	30	30	100
Total		30	100	100	

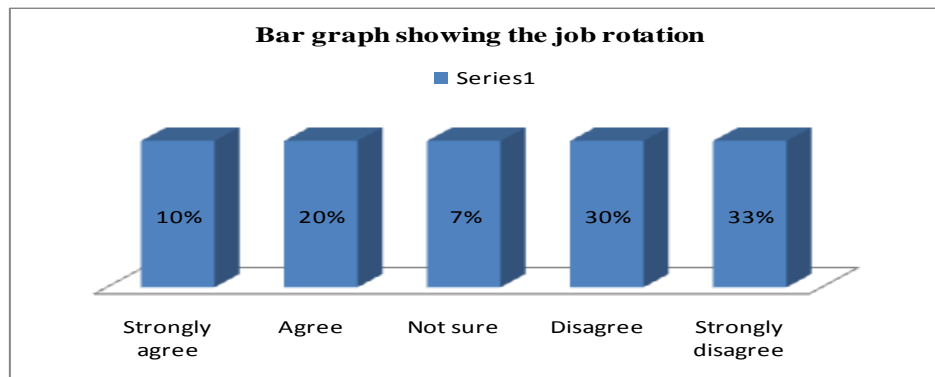
Source: Primary data 2022

Table 9 shows that 20% of all respondents who work at Korle-Bu Teaching Hospital in Accra District believe that the authority provides them with training most of the time. However, 50% of respondents disagree with the assertion, while 30% are unsure. This indicates that training is not now one of the instruments used by the management to inspire its staff. The management of the Korle-Bu Teaching Hospital in the Accra District should use training as a strategy to provide its personnel with the essential skills to generate high-quality work.

4.2.7 Employee rotation

Respondents were asked whether Korle-Bu Teaching Hospital, Accra District rotates its employees within the organization to prevent boredom.

Figure 4: The bar graph showing the Job rotation policy of the employees



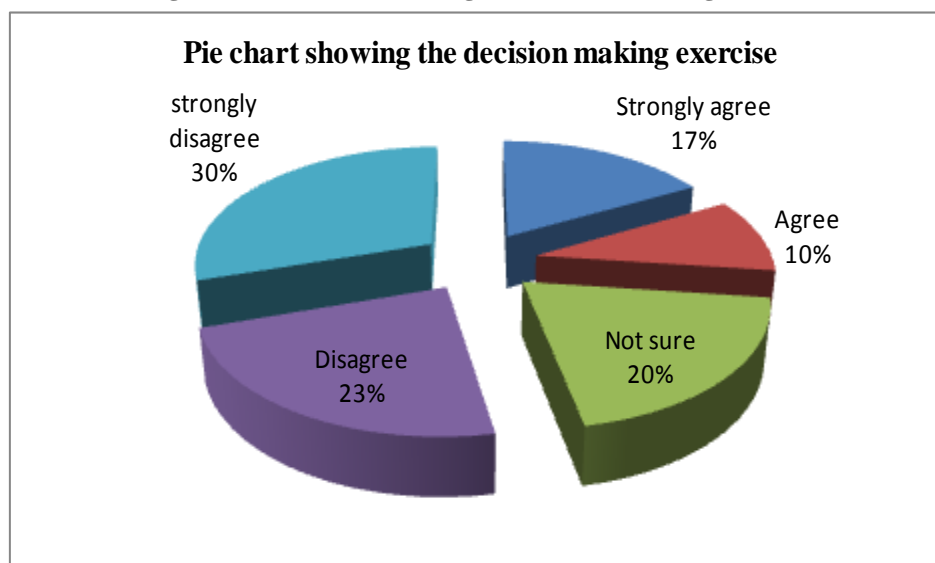
Source: Primary data, 2022

Thirty percent of respondents agree with the assertion that Korle-Bu Teaching Hospital, Accra District rotates its personnel throughout the company to minimize monotony. However, a majority of the respondents disagree with the assertion, with 63 percent disagreeing and 37 percent unsure. According to the majority of responses, the management does not rotate its staff, which results in ennui. As a result, management should make an effort to rotate its staff throughout the firm in order to avoid boredom and facilitate employee interaction.

4.2.8 Employees & Decision Making

The following results were obtained when respondents were asked if they have engaged in decision-making at Korle-Bu Teaching Hospital in the Accra District.

Figure 5: Pie Chart Showing the Decision-making exercise



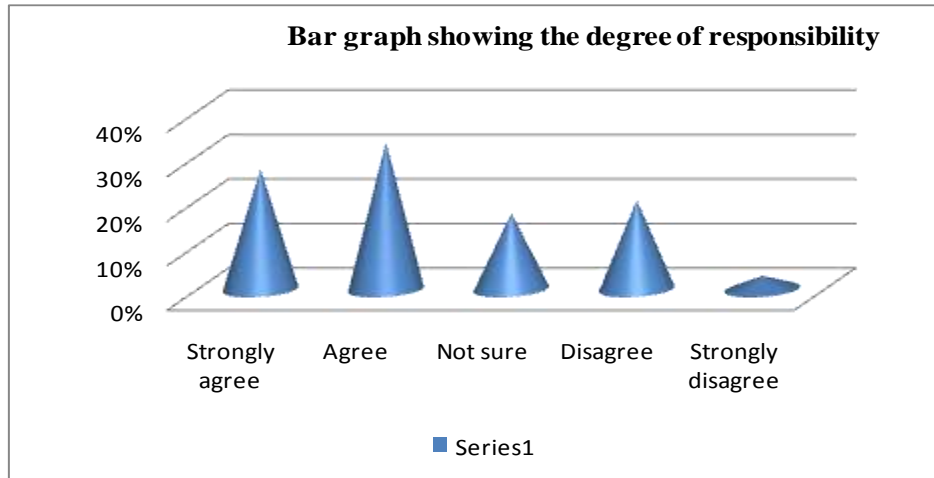
Source: Primary data 2022

When it comes to decision-making in the Korle-Bu Teaching Hospital in the Accra District, the results show that 53% of respondents disagree with the statement, while 27% agree and 20% are unsure. This means that the majority of workers do not actually participate in the organization's decision-making, implying that management decides what needs to be done and then passes it on to the lower workers. Management at Korle-Bu Teaching Hospital in Accra District should consider incorporating staff at all levels in decision-making so that they understand how their contributions contribute to the organization's growth.

4.2.9 Sense of responsibility at work

Respondents were asked if they feel they have a sense of responsibility at their workplace.

Figure 6: Bar graph shows the degree of responsibility



Source: Primary data 2022

According to the bar graph, 60% of all employees at Korle-Bu Teaching Hospital in the Accra District say they are given a sense of responsibility at work. Only 23% of those surveyed agreed with the statement. This suggests that responsibility is one of the techniques utilized by the management to motivate its employees. This is in accordance with Fredrick Hertz's (1959) hygiene theory, which claims that work obligations drive individuals. The management of the Korle-Bu Teaching Hospital in the Accra District should continue to be motivated.

4.2.10 Challenging work

Respondents were also asked whether the management makes sure that the work is challenging at all times.

Table 10: Hectic work

	Challenging work	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	7	7	7
	Agree	10	33	33	40
	Not sure	13	43	43	83
	Disagree	3	10	10	93
	Strongly disagree	2	7	7	100
	Total	30	100	100	

Source: Primary data 2022

Table 10 reveals that 40% of respondents believe that their job is difficult, while 17% disagree. However, the majority of those polled were unsure about their status. As a result, employees are unaware of what it means for work to be tough. Management should teach its staff what tough job entails and the benefits that come with it. This will boost staff creativity and innovation, resulting in higher labor productivity.

4.2.11 Employee promotion

Respondents were asked whether when an employee performs well consistently, he/she is promoted and below are the findings.

**Table 11: Staff Promotions**

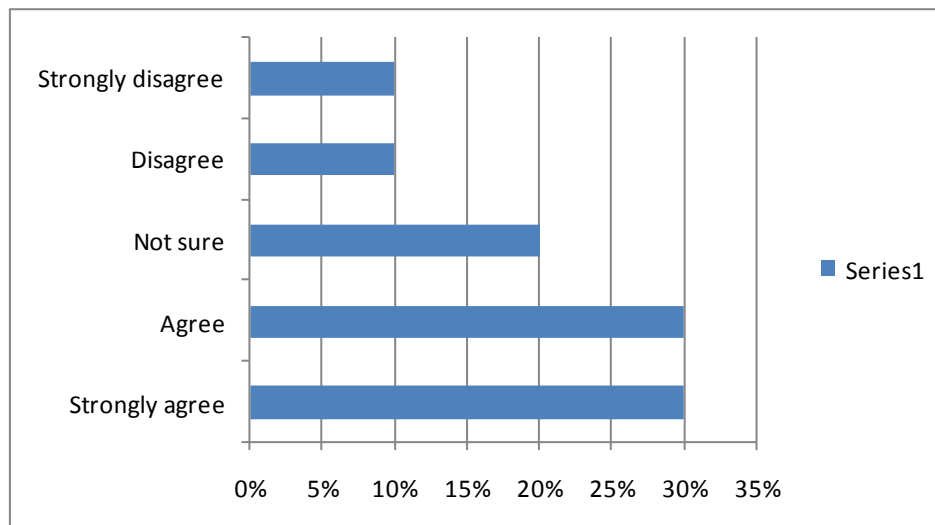
	Employee Promotion	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	20	20	20
	Agree	10	33	33	53
	Not sure	9	30	30	83
	Disagree	4	13	13	96
	Strongly disagree	1	4	4	100
	Total	30	100	100	

Source: Primary Data,2022

Table 11 shows that 53 percent of respondents believe that when someone continuously does well, they get promoted, 30 percent are unsure, and only 17 percent disagree. As a result, the management employs promotions to inspire its staff, which is a practice that management should continue.

4.2.12 Equal treatment of employees

Respondents were also asked whether there is relatively equal treatment of employees depending on their efforts, experience and education.

Figure 7: Bar graph showing the fair treatment of staff

Source: Primary data 2022

According to a bar graph, 60% of respondents think that the management treats its employees fairly based on their efforts, experience, and education, while 20% disagree and 20% are unsure. This implies that the management treats all of its employees fairly in order to keep them motivated. This is a habit that management should continue to implement since it makes people feel valued at work.

4.3 EMPLOYEE PERFORMANCE

4.3.1 Motivation and employee performance

Respondents were asked to indicate whether motivation is the most important factor of employee performance and the following information was obtained.

Table 12: Motivation and staff performance

Motivation as a factor		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	22	73	73	73
	Not sure	2	7	7	80
	Strongly disagree	6	20	20	100
	Total	30	100	100	

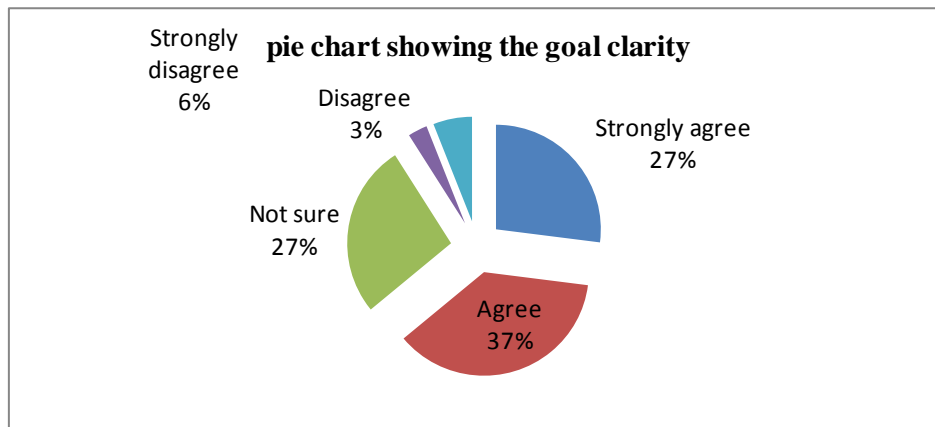
Source: Primary data 2022

When it comes to motivation as the most essential aspect in employee performance, 73 percent of respondents agree, 20 percent disagree, and seven percent are unsure. These findings support Kathleen's (2004) prior findings that one must be motivated to enhance one's performance. Management should continue to motivate its personnel and even look into new motivational techniques.

4.3.2 Goal clarity and performance

Respondents were asked to indicate whether goal clarity among the employees helps to improve their performance.

Figure 8: Pie chart showing the goal clarity among the employees



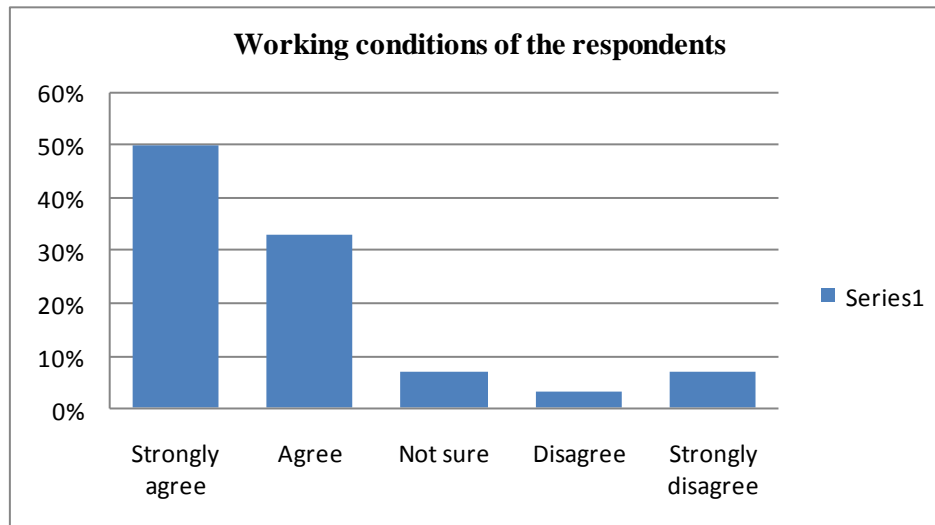
Source: Primary data 2022

According to the graph, 64% of respondents who work at the hospital feel that having clear goals may assist staff improve their performance. Only 9% of respondents disagree, and 27% are unsure. These findings corroborate prior findings by Willmot (2007), who said that in order to perform at their best all of the time, people must have a clear vision of the objective or goal they are attempting to reach. For greater performance, management should continue to make organizational goals clear to personnel.

4.3.3 Working Conditions and performance

Respondents were also asked to indicate whether the working conditions can greatly improve one's performance.

Figure 8: A bar graph showing the working conditions of the respondents



Source: Primary data 2022

According to A bar graph 8, 83 percent of respondents think that working environment may considerably increase individual performance, while just 10% disagree and 7% are unsure. Based on the majority of responses, it can be inferred that employees feel that better working circumstances will enable them to increase their performance. For greater performance, management should strive to enhance employee working circumstances.

4.3.4 Knowledge of the structure and performance

The respondents were asked whether the knowledge of the structure helps an employee to know what to do in given situations and hence improve on his/her performance

Table 13: Knowledge of the structure

Knowledge of the Structure	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	8	27	27	27
Agree	11	37	37	64
Not sure	6	20	20	84
Disagree	1	3	3	87
Strongly disagree	4	13	13	100
Total	30	100	100	

Source: Primary data 2022

Table 13 shows that just 13% of respondents disagree with the statement, 20% are unsure, and 64% believe that employees need to understand the organization's structure in order to enhance their performance since it may help them navigate around obstacles and so perform better. Employees should constantly know which department to report various difficulties that develop in the organization, and management should maintain this practice.

4.3.5 Modern Technology and performance

Respondents were also asked to indicate whether the use of modern technology triggers performance of employees.

Table 14: Modern Technology

Modern Technology	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	23	23
	Agree	10	33	56
	Not sure	6	20	76
	Disagree	5	17	93
	Strongly disagree	2	7	100
Total	30	100	100	

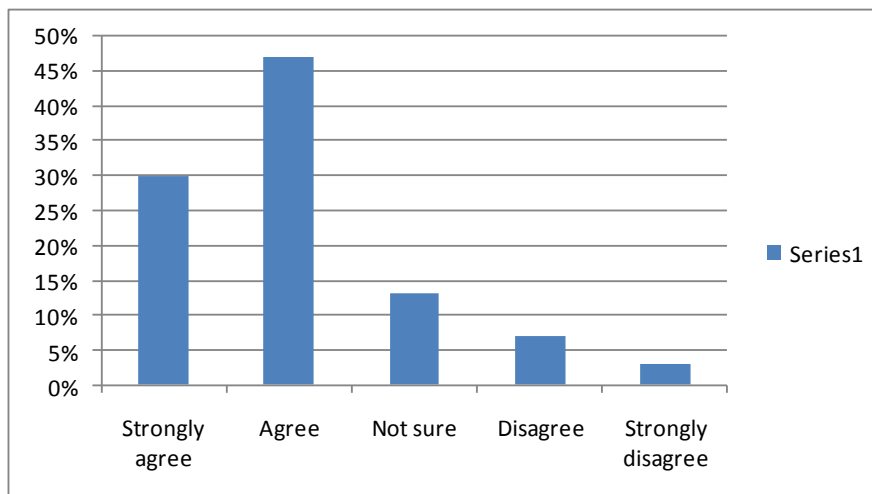
Source: Primary data 2022

Table 14 shows that 56 percent of all respondents who work at Korle-Bu Teaching Hospital in Accra District feel that performance can always be improved with current technology, compared to 24 respondents who disagree and 20% who are unsure. This is in line with Samuel's (2010) prior disclosures that technology may significantly boost individual performance. However, other respondents believe that introducing technology would be ineffective if staff are not given further training, thus management should always instruct its employees on how to use new technology.

4.3.6 Ability, training, experience and performance

Respondents were also asked whether ability, training and experience can improve an individual's capacity to perform.

Figure 9: A bar graph showing ability, training and experience of the respondents



Source: Primary data 2022

Figure 9 shows that 77 % of all respondents who serve at Korle-Bu Teaching Hospital in Accra District feel that an individual with the aptitude, experience, and training for a certain job would always perform better, while 9 percent disagree and 13 percent are unsure. In order to increase an individual's capacity to perform, administrators should take into account their ability, training, and experience.

4.4 RELATIONSHIP BETWEEN MOTIVATION & EMPLOYEE PERFORMANCE

4.4.1 Motivation and Employee performance.

Respondents of Korle-Bu Teaching Hospital, Accra District were asked whether motivation influences employee performance and below were the responses obtained

		Motivation	Employee performance
Motivation	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	30	30
Employee performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	30	30

** Correlation is significant at the 0.01 level (2-tailed)

Employee motivation and performance in Korle-Bu Teaching Hospital, Accra District, have a positive and substantial link, according to the Pearson correlation coefficient above. The Pearson correlation of 0.823**, which was assessed at the 0.01 level of significance, demonstrates this. In addition, the affiliation suggests a 0.177 gap that the administration of Korle-Bu Teaching Hospital in Accra District has to resolve. To properly meet employee demands, management should evaluate all motivational strategies used in encouraging employees, such as timely payment, piece rate system, employee fringe benefits, staff training and rotation, objective clarity, and employee engagement in decision making, among others.



SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of major findings

5.1.1 Tools of motivation used by Korle-Bu Teaching Hospital, Accra District.

The survey discovered that the government employs a variety of motivational tactics to keep its personnel motivated. These include providing fringe benefits, awarding bonuses to employees who go above and beyond, instilling a feeling of responsibility, promoting consistently industrious people, and treating all employees fairly.

The survey also discovered that Korle-Bu Teaching Hospital in the Accra District does not utilize money as a motivator for its staff since the majority of them are unhappy with the management's wage structure. It was also discovered that the management did not provide personnel training. The investigation also discovered that the management does not rotate its personnel or include them in decision-making in order to keep them motivated.

These findings are consistent with J.S. Chandan's theory that there are four types of motivation: positive motivation, which involves proper recognition of employees' efforts and appreciation of employees' contributions to the organizational goal, negative or fear motivation, which is based on force, fear, and threats, intrinsic motivation, which is concerned with the state of self-actualization and satisfaction of accomplishing something worthwhile, and extrinsic motivation, which is concerned with the state of self-actualization and satisfaction of accomplishing something worthwhile, and extri Higher income, fringe perks including as retirement plans, stock options, profit sharing schemes, and health and medical insurance are examples of external motivators. Maternity leave, paid work, and other benefits (J.S. Chandan 1987).

5.1.2 Factors that affect employee performance in Korle-Bu Teaching Hospital, Accra District.

According to the findings, motivation is the most important component that influences employee performance. This is due to the fact that 73 percent of respondents thought that motivation is the most essential component in employee performance when asked. However, the study discovered that the business should evaluate if the tools they are utilizing are compatible with the demands of their employees, so that they may use the correct tools that appeal to them. Other factors that affect employee performance in Korle-Bu Teaching Hospital, Accra District, according to the study, include goal clarity, awareness of the structures, labour conditions (which came in second after motivation), the use of technological advances, and the ability, training, and experience of employees.

The findings are consistent with the notion that high motivation is essential for success in any pursuit. It can arise from within a person (intrinsic motivation) or from outside forces (extrinsic motivation) (extrinsic motivation). Intrinsic motivation, for example, comes from doing something just for the purpose of doing it, for the satisfaction and simple happiness it offers, and for no other reason. Those who are genuinely driven are less likely to give up and attain better levels of fitness than those who are motivated only by external rewards like praise, money, and awards. McCoy is a fictional character (1992).

However, according to McCoy (1992), great drive is the key to success in any effort. It can arise from within a person (intrinsic motivation) or from outside forces (extrinsic motivation) (extrinsic motivation). Intrinsic motivation, for example, comes from doing something just for the purpose of doing it, for the satisfaction and simple happiness it offers, and for no other reason. Those who are genuinely driven are less likely to give up and are more likely to reach higher levels of fitness than those who are motivated only by external incentives such as praise, money, or prizes.

5.1.3 Relationship between motivation and employee performance.

The findings demonstrated that employee motivation drives employees to complete extra duties in order to improve their performance, and that there is a clear, strong, and positive association between employee motivation and the performance of Korle-Bu Teaching Hospital, Accra District employees. The Pearson correlation of 0.823 demonstrates a very favorable connection between motivation and staff performance.

5.2 Conclusion

Based on the findings, motivation may be divided into two sorts, depending on whether the motivating moods are generated internally or externally. Intrinsic and extrinsic motivations were among them. It may also be argued that a company can utilize two sorts of motivating tools: financial and non-financial instruments. Although non-financial tools such as reduced workload, job stability, and recognition are all effective motivators, financial tools such as salary and performance-related remuneration are more effective motivators. It may also be stated that the administration of Korle-Bu Teaching Hospital in the Accra District is attempting to encourage its personnel, despite the fact that the instruments it is employing do not quite fit the employees' expectations.



When it comes to the elements that influence employee performance, it's clear that motivation is the most crucial component that businesses should consider. However, it is also possible to argue that there are other factors influencing employee performance. These factors include goal clarity, working environment, structural understanding, current technology utilization, ability, training, and experience.

The study also found that there is a substantial positive association between employee motivation and productivity. However, it may also be inferred that the main reason of poor performance in Korle-Bu Teaching Hospital, Accra District, is not motivation in and of itself, but rather the management's motivational instruments, which are not what the staff desire as motivators.

5.3 Recommendations of the study

The following suggestions were made based on the findings of the study:

Government engagement should be encouraged in advocating that motivating needs be met through changes in labor regulations. This would ensure that all firms meet their employees' fundamental needs, allowing them to work harder and achieve better results.

According to the report, there should be a better balance between employee and organizational demands. It is the responsibility of all stakeholders to guarantee that this is accomplished since it will diminish employee selfishness at work.

The management should consider providing additional training and information to its employees in order to improve their performance. It is also essential that workers be informed on the procedures that must be followed if they wish to receive a wage increase, for example.

It was discovered that the methods used by the management to inspire its employees are not necessarily the best tools for motivating employees. As a result, the researcher suggests that management do an assessment before implementing a certain instrument.

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