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Employee Motivation and Its Effect on Staff Performance in Goal Attainment in Navrongo Municipal Assembly, Ghana

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Abstract:

Employee motivation has a strong influence on the goal attainment of an organization. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. Using the quantitative research design and the stratified sampling technique, a sample of 200 respondents were selected for the study. Questionnaires were administered to the respondents to collect data on motivation and performance of employees leading to organizational goal attainment of the Kassena-Nankana Municipal Assembly. The SPSS (version 16.0) was used to process and analyze the data and then presented in the form of means and multiple regression analysis. The research findings revealed that motivation of employees increased in the Kassena-Nankana Municipal Assembly with increase in performance as indicated by Hotelling's T-squared and $p=0.0000$. The study further confirmed that employees who are motivated by management will exhibit a much higher level of productivity. Thus, the provision of better and improved conditions of service for employees is recognised as a form of motivation that leads to a high level of performance among employees which can translate into increased productivity for the organisation. The model that best described organizational goal attainment = $4.298+.338 (TWE) +0.189(TER) + 0.222(TEP)$ and Employee performance = $-0.643 + 0.479(x1) -0.150(x2) + 0.369(x3) + 0.5300(x4) + 0.089(x5)$. The study concludes that there are varieties of issues that motivate employees to join a particular organization. Whereas most of these factors motivate employees of the municipal assemblies to improve productivity; others did not motivate them to perform well on the job. Thus, whereas adequate pay, healthy working environment and recognition by management serve as motivating factors to employees of the Kassena-Nankana Municipal Assembly, fair and consistent policies as well as identification and fulfillment of needs do not motivate them to give off their best on-the-job. The research recommends that proper and efficient working conditions should be instituted in the public offices to help increase employee's performance level. Also, better compensation and rewards systems should be instituted by the heads of the public institutions to aid employee work harder in the various local government corporations.

Keywords: Employees motivation, effects, staff performance, goal attainment and organizational goal attainment

1. Introduction

Work is an important activity that serves as a source of satisfaction one desire. Therefore, an individual desire is to be employed in order to derive such satisfaction. Consequently, employers should find a way of satisfying their employee's needs. The "general assumption according to (Jalie, 2017) is that an adequately motivated employee will in turn give in his best towards the attainment of a general objective". This chapter however, examines relevant literature that is related to the study. The chapter focused on Theoretical framework, conceptual framework, various definition of motivation, importance of motivation, factors influencing employee performance and Organizational goal attainment. The chapter also examined the relationship between employee performance and organizational goal.

2. Theoretical Framework

There are several Motivational theories which are categorized into two. These are content and process theories. Content theories focus on what employee needs are and relate motivation to fulfilling those needs. These theories tend to acknowledge the basic necessities, incentives and the task as significant elements that contribute to job satisfaction. Process theories on the other hand concerned with how motivation occurs and what kind of process can influence employee motivation. (Burns 2015) "demonstrated that process theories describe how behaviour is stimulated, directed, maintained and stopped. The figure below illustrates these theories

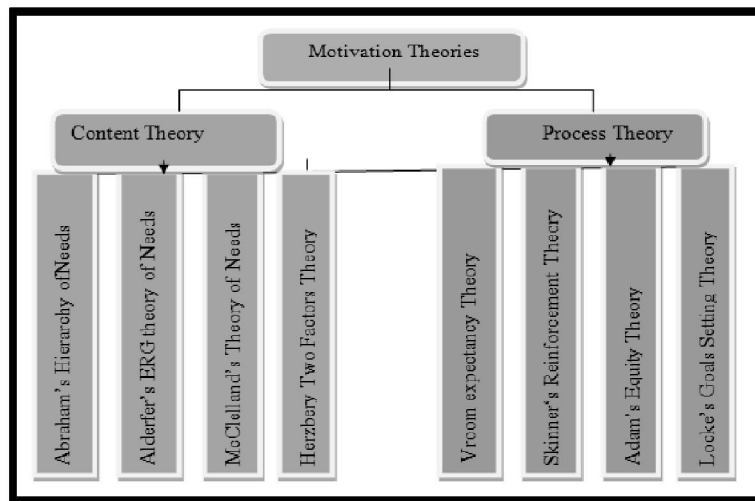


Figure 1: Motivational Theories
Source: Researchers Own Works

Frederick Herzberg's two-factor theory which are linked to extrinsic and intrinsic motivation factors are considered relevant in this study.

2.1. Frederick Herzberg Two Factors Theory

Herzberg (1968) carried out a study with the question “what do people want from their job”? Using descriptive techniques, he tabulated participant responses based on their good feelings and bad feelings. It was revealed that when respondents feel good about their job, they mentioned intrinsic factors such as recognition, employee well-being etc. while respondents who felt bad about their job mentioned extrinsic factors such as working conditions, company policies, supervision, and personal relationship. Herzberg suggested that two separate set of factors influence employee conduct in an organization. These factors include motivators and Hygiene factors.

Motivators are the factors that cause job satisfaction when they are present. These factors include “work achievement, acknowledgement and responsibility, chance for advancement and growth, recognition for (achievement” (Lumley et al, 2011). According to (Herzberg 1987) motivators as intrinsic which includes “personal achievement, status, recognition, the work itself, responsibility, growth, promotion and opportunity for advancement”. Intrinsic factors are intangible in nature which deals with emotional needs. When these factors are fulfilled will increase in motivation, satisfaction and leads to higher commitment. However, the lack of motivators will not reduce motivation (Pardee, 1990). It is imperative to note that motivating factors can lead to the individual performing above-average when they are effective.

Hygiene factors also term as extrinsic factors can cause dissatisfaction with the job. They include Organization’s policy, basic needs, salary, working conditions, work environment, supervision, safety and security. When these factors are unsuitable at the working environment, it makes the individuals unhappy, and dissatisfied with their job. It is an undisputable fact that these factors will result in dissatisfaction and disinterest in the job when not fulfilled.

These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction. Hygiene factors encourage employees to stay on the job. Therefore, it is imperative for managers to make available hygiene elements in order to minimize employee dissatisfaction. The diagram below illustrates Herzberg factors theory.

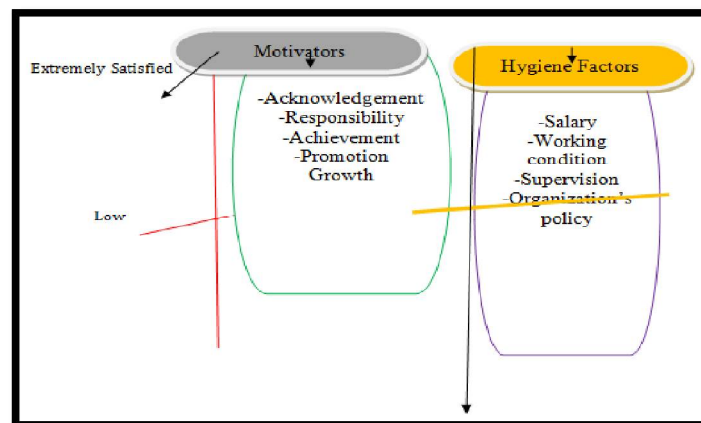


Figure 2: Herzberg Two Factors Theory
Source: Author's Own Work

“Higher levels of motivation will certainly boost the morale of workers while lower levels of motivation will significantly decrease the general level of motivation” (Ajalie, 2017).

(Herzberg, 1974), stated that both hygiene and motivation methods should be applied concurrently. He asserts that the absence of hygiene factors does not affect self-esteem but causes dissatisfaction amongst employees. Likewise, the presence of those factors does not necessarily affect motivation, but leads to satisfaction among workers.

Herzberg Two factors theory is relevant for the current study because it demonstrates that both of his two factors, motivator and the hygiene factors which includes supervision, working condition, salary, organization policy recognition achievement, recognition, interesting work, responsibility, advancement and goal attainment are essential to reduce job dissatisfaction. It is undisputable fact that when these factors are present can ensure employee performance and organizational goal.

2.2. Concepts of Motivation

Several scholars have given various definitions of motivation. According to International Encyclopaedia of Organizational Studies, the term “motive explained a desires, needs, emotions or impulses that make someone to do something. (Chukwuma, 2014) described motivation as a willful desire to direct one’s behaviour towards goals. The three key elements in this definition are willful desire, (person’s choice) behaviour and goal directed purpose of behaviour. He further explained that motivation is a term used generally when somebody is stimulated, the interest of a worker so as to be able to work and bring efficiency in his work. Robbins defines motivation as the forces that energizes, direct and sustains a person’s effort (Chukwuma, 2014). Motivation is however an important determination of human behaviour that moves an individual towards a goal achievement (Berhan, 2014) described Motivation as the fuel that drives people towards accomplishing their goals and objectives. According to him human beings would be inactive, leading to a routine and unproductive life in the absent of this fuel. Jennifer and George defined motivation as a mental force that governs the direction of an individual’s behaviour in an organization, an individual’s level of effort, and an individual’s level of determination when faced with obstacles (Ajalie, 2017). In addition, they assert that even with appropriate strategies and administrative structures in place, an organization can only be productive if its employees are sufficiently motivated to perform at higher levels. Motivation refers to what stimulates and guides human behaviours and how these behaviours are sustained to attain a specific goal (Ajalie, 2017)

2.3. Importance of Employee Motivation

Organizations despite their size and market desires to be successful and be sustainable in their quest for progress in a competitive business environment.

According to (Varma, 2017) the Global business environment is fast changing and the organizations which are adaptable to the change are the one going to survive. The study further argued that Organizations need to frame strategies in order to endure the challenging competition, and the one which are able to survive will stay in business longer than others. One of the greatest challenges, organizations face in recent time is how to manage maintain their workforce. Organization’s workforce is essential assets that must be regarded as the center of a business. Maintains a positive and strong relationship and influencing them towards task fulfillment is crucial. One other ways of influencing employees is motivation. It is undeniable fact that if employees’ matters are not focused on well it leads to a low performance. This point of view emphasizes the importance of employee Motivation in an organization. (Manzoor, 2011) stated that “Unless and until the employees are motivated and satisfied, an organization cannot succeed”.

Many Researchers have shown that motivated employees perform work better than de-motivated ones. Motivated employees are more innovative as they are always looking for better ways to complete a task. They are self-direct and goal-oriented. They can produce high-quality work with more or maximized efficiency and Productivity (Boundless, 2017) which also leads to maximization of profits.

Employee motivation has a strong influence on the goal attainment of an organization (Paul, 2017). An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence (Abbah, 2014). There are no fixed parameters to compute the effectiveness of an organization since it varies from company to company and from case to case. However, it can be used to measure anything within an organization, from leadership, communication, accountability, metric, human performance, to the delivery systems (Anderson et al, 2015). In this research, the focus is mainly on employee performance, specifically on the aspect of employees’ motivation.

Motivation help in reduction Employee Turnover; the reputation of an organization is affected by the employee turnover. This creates a lot of problems for the managers. A lot of time and money go waste in repeatedly recruiting employees and giving them education and training. Only motivation can save an organization from such wastage. Motivated people work for a longer time in the organization and there is a decline in the rate of turnover. The more motivated the employees are, the more contribution they bring, thus the more profitable and successful is the business (MSG Experts, 2017).

Employee motivation helps to Reduce Absenteeism in the Organization. In some of the organizations, the rate of absenteeism is high. There are many causes for this-poor work conditions, poor relations with colleagues and superiors, no recognition in the organization, insufficient reward, etc. A Mentor removes all such deficiencies and motivates the employees.

In summary, motivation is important to both an individual and the organization. For an individual, motivation is an essential factor that encourages a person to achieve his/her personal goals. Within an organization, motivation is said to be a factor that leads to employee satisfaction. Also, motivation inspires a person to widen his/her knowledge, to

explore and unleash his/her full capabilities and potential. Correspondingly, from the organizational aspects, motivation leads to a positive attitude in the workplace, easy adaptation to changes and more creativity.

2.4. Factors Influencing Employee Motivation

There are two main factors that influence employee motivation. These factors include extrinsic and intrinsic factors. Extrinsic motivation (EM) relates to engagement in work in order to receive some tangible reward. Salary and fringe benefits, Security, promotion, general condition of service, work environment as well as training and career development are tangible rewards that can influence employee performance. Caroline, (2014) posts that EM cannot only be satisfied by the work itself, implies pleasure comes from something the task lead to, such as money. Extrinsic motivation is derived from outside the person or from those things that are external to the work that positively influences behaviour, performance and productivity. On the other hand, EM also involves negative reinforcement, as in the threat of punishment, potential job loss or risk of failing grades. (Mullins 2005) demonstrated." even though there several extrinsic factors that influences employee attitude at work places, this study however focuses on salary and compensation, work environment, training and career development and promotion that has great influence on employee performance.

2.4.1. Compensation and Monetary Package

No individual works for free thus, employees want to earn reasonable salary and desire their employers to feel that is what they are getting. Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi et al, 2014). This basically satisfies material, social and psychological needs of the individual. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Caroline, 2014). She emphasized that monies have the ability to draw, maintain and motivate individuals towards higher performance (Ajalie, 2017). Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Caroline, 2014). According to (Ajalie, 2017), Compensation is linked with general satisfaction and more closely linked with pay satisfaction.

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity (Ajalie 2017). As a result, organizations make compensation plans in other to minimize the turnover and to motivate employee. In other words, it is true that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Ajalie 2017). Also, overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Ajalie 2017). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Ajalie, 2017). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi et.al, 2014).

2.4.2 Work Environment

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work (Caroline, 2014). Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. Arnold and Feldman stated that factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions (Caroline, 2014) Negative performance will be provoked by poor working conditions since employee's job demand mentally and physically composure. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done, they may use poor working conditions as an excuse to get back at management. Employees however expect organizations to have secured working environment. This would ensure employee confidence at workplace and increase productivity and growth.

2.4.3 Training and Development

This is the act of acquiring knowledge including the relevant skills and qualifications by members of employees necessary for organizational growth and success. This is imperative because employees who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge returns for their companies. Such employees are always loyal to their organization, with sound knowledge and understanding of operations and thereby improved productivity levels and thereby contributions to overall stability and future growth of the organization.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and growth

of most organizations. (Ajalie, 2017) suggested that training and career development helps organizations in attracting a team of competent potential replacements for workers who may wish to leave or retire from active service or be asked to assume a position with greater responsibilities. It also helps an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job. All of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Ajalie 2017). Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay.

2.5. Intrinsic Motivation

Intrinsic motivation (IM) refers to psychological rewards. The opportunity to use one ability to derive satisfaction. IM are concern with the quality of work life which are inherent in the individual. A sense of challenge and achievement, receiving appreciation, positive recognition and being treated lovely. It does not involve working for external rewards but rather the feeling of one inner pleasure for the work being done. Employee's wellbeing, employee's relationship with co-workers as and their managers can influence an employee's performance in an organization. (Linh, 2017) asserted that "IM comes from one's self-desire to seek out new things and to challenge oneself. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities". When an employee has IM, implies he does his job with pleasure. Although there are various forms of intrinsic motivation factors, this current study focuses on employee recognition, employee empowerment, employee relationship with managers and employee well-being.

2.5.1. Employee Recognition

Recognition is essential factor in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Caroline, 2014). Kalimullah Khan (2011) conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kalimullah *et al*, 2010). Furthermore, a study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data was gathered from four banks employees. The value of correlation coefficient for recognition was (0.251) which shows that its relationship with job satisfaction is positive. Employees are moved to perform well in their jobs when there is a feeling of recognition. This can involve giving and receiving affection. Employers in business setting, who able to create a satisfactory reward system and implement organizational program in which employees are actively take part in can help fulfill and satisfy these needs of Employees (Silberstein, 2017)

It is therefore important that managers consider employee recognition at workplace very crucial in order to improve performance and sustain organizational growth.

2.5.2. Employee Empowerment

Employee empowerment and participation consists of contribution of employees in management and decision making associated to policies, objectives and strategies of the organization. Empowerment results in motivating employees that leads to constant expansion and organizational growth. (Amin 2010) believed that empowerment creates motivation and energy in employees to do their work efficiently and effectively. Employee empowerment is imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation. Participative decision making is a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control.

Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee fulfilment, work motivation and trust in the organization. (Caroline, 2014) assert that empowerment and recognition encourages and motivates people to work. She further highlighted that empowerment provides employees with responsibility and ability to act as it puts them in control of their own destinies. Also, he wrote that it's fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Caroline, 2014). It is the desire of employees to progress and make the best of their potentials. The idea is for employees to be motivated to put in their best performances for the organization as long as it provides opportunity for them to grow.

2.5.3. Employee Relationship with Managers

An employee relationship with his/her manager describes the level of relations that exist between employees and their superiors at the various levels on the hierarchical structure in an organization (Ajalie, 2017). Even though managers possess a certain level of power, having a good rapport with employees will give them comfort to work diligently. Managers must ensure that they have a cordial relationship with their employees based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore, managers are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013).

Businesses and managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Sinha et al, 2013).

Furthermore, it is appropriate for all organizations to have a suitable and effective employee relationship management as this promotes the personal employee interactions with fellow workers and their managers. Mutual respectable relations amongst staff have a positive effect on the success of the organization. (Sinha, 2013) stated that Good relationships with managers helps in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instills a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers. This in turn encourages them to improve organizational productivity. In addition, it reduces organizational conflict, promotes trust and understanding amongst workers. It is significant as it supports and fosters good manager-employee relations, it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst coworkers and managers.

2.5.4 Employee Well-being

In today's business environment, employee well-being has become a matter of great concern. Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, et al, 2013).

The well-being of employees cannot be down-played as they have physical or emotional needs to meet. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work (Ajalie, 2017). Most organizations around the world understand the necessity for a healthy employee as they are crucial in enhancing an organization's growth and fiscal performance. As a result, most organizations take steps to improve the welfare of their employees by implementing several health and safety programs that is aimed at promoting the well-being of their employees.

Finally, for health and well-being programs to be successful an organization must be able to relate effectively with their employees and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviours, present and eventual monetary state of affairs as well as their experiences in the place of works. It is imperative to note that the attitude of a employees provides several clues on how to obtain the best returns on health and productivity investments.

Employee well-being also includes the procedures organizations put in place to protect employees from work related hazards and how violence matters among employees are handled. It also refers to procedures to prevent or handle situation such as unlawful entries, theft, kidnappings and breakouts. Safety and security are a statutory obligation depending on the nature of business, Organizations are to provide at their workplace.

2.6. Employee Performance

"The term employee performance denotes individual's work achievement after exercising required effort on the job which is linked with getting a meaningful work profile" (karakas, 2010). In order to "make good use of human resource (HR) to enhance organizational growth, effective employee performance management system is important" (Rabindra et al, 2016). According to (Jena et al, 2014) the performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and people-centric perspective (Jena et al, 2014).the question that arises is why some organizations perform better than others? Earlier research findings have suggested that deploying lucrative incentive scheme for motivating the employee towards meaningful job participation (Rabindra et al, 2016). Supporting the aforesaid ideology, there are sufficient practical evidences showing that financial offer has diverse effects and may not be of much significance for enhancing employee performance (Gupta et al, 2014).

Employee performance is a multi-component concept. Thus, performance base on behavioural engagement and performance base on expected outcome (Rabindra et al, 2016). He stated that the behavioural indicates the action an employee exhibit to accomplish a work goal whereas the outcome aspect states about the consequence of individual's job behaviour. In fact, at workplace, the behavioural engagement and expected outcome are related to each other. Studies on employee performance have revealed three forms of employee performance. These includes, task performance, adaptive performance and contextual performance.

Task performance comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more requisite ability and is primarily facilitated through task knowledge and experience to ensure that job performance and having an ability to handle multiple assignments. In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. Furthermore, Performance is connected with leadership of organization setting strategic goals and upholding the necessary performance standards motivating and directing employees to accomplish a task through encouragement, recognition and constructive criticism (Tripathy, 2014). Adaptive performance on the other hand, is the individual ability to adapt and provide necessary support to the job outline in a dynamic work situation. Earlier studies have found that once the employees drive a certain amount of perfection in their assigned task, they try to adapt

their attitude and behaviour to the varied requirement to their job roles (Huang et al, 2014). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard et al, 2014). The contextual performance is elaborated on the ground of "feeling and viewpoint" that employee embraces about their colleagues, which is termed as team spirit. A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization. Team spirit is an excellent attempt for deriving organizational growth. Earlier Researchers in this context have shown that growth in team spirit within an organization results in better employee performance and a happier workplace.

It is understood from all these earlier studies that performance contains a cluster of behaviours that results from one's technical knowledge, expertise, skill and adaptability and interpersonal relations (building team spirit)

2.7. Relationship between Motivational Factors and Employee Performance

Organization can easily change their resource except Human resource (HR). Therefore, human resource is very important assets of organization that is unchangeable. Human resource otherwise refers to us Human Capital in recent time, is the employees of the organization. The key factors that affect these Human resources of an organization is motivation. (Omollo, 2015) stated that motivation is the key of a successful organization to maintain workers in powerful manner and help organization to succeed. Employee motivation is simply referred to as a reflection of the level of energy, commitment and creativity the employee bring to the job (Abdiaziz et al, 2017). Motivation is the best tool for best performance. In recent times, there are a lot of discussions about motivation and its relationship with employee performance (Azar et al, 2013). Earlier study by Abdiaziz, Jamal and Said to establish effect of monetary reward, job enrichment and training on employee performance in Hormuud Mogadishu Somalia. The results show that monetary reward and job enrichment have significant and positive relationship on employee performance. On the other hand, there also exists a positive and significant effect of training on employee performance. This therefore implies that there is a good relationship between motivational factors and employee performance. The research findings also revealed that employee motivation have influence on employee performance (Abdiaziz et al, 2017).

Another study examined the impact of motivation and recognition of employee's performance in public and private sector banks of Punjab and Haryana (Abdiaziz et al, 2017). The study revealed that Performances of employees are significantly affected by the salary and other monetary benefits provided by the organization. "Recognition is the most important non-monetary reward which improves performance of the employees of banks" (Abdiaziz et al 2017). Employees feel that their organization should provide them more opportunities for personal growth and advancement. The research offers a more precise way to understand the impact of different factors of motivation and recognition on performance of employees of banks.

Another study explored the effect of motivation on employee's performance of telecommunication companies in Somalia. The results show that financial incentives, employee empowerment have significant and positive relationship with employee performance. The research results showed that employee motivation influences employee performance of Telecommunication Companies in Somalia.

Moreover, earlier research had shown that positive and significant relationship exists between all extrinsic and intrinsic motivation factors and employee performance. It is however recommended that manager's institutes a comprehensive motivation scheme in all aspect of the organization as this is directly link to the employee. (Omollo, 2015)

2.8. Organizational Goal

Goal is something for which most companies strive to achieve, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time.

Organizational goal has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers. (Larry, 2010) outlined organizational growth into five phases. These growth phases include;

The Creative phase which is the first phase of organizational growth. This is where the organization concentrates all its efforts in creating products and following it up with efforts to reach the targeted markets.

The second is Direction phase where of organizational growth begins to develop more products and capture large portions of the targeted markets, the organization begins to formalize business management methods and "professionalize" its practices, and this usually include centralizing power in the organization. Moreover, the Delegation phase is the third phase of organizational growth. This is evidenced when centralization proves too cumbersome for a large organization, it begins to delegate power and decision-making in various ways, such as by creating semi-autonomous business units/divisions and moving the risk paradigm down to lower level managers and employees in general. Organizations that fail to embrace the phase of delegation will never grow, and the longer they remain in this condition, the sooner their extinction will become inevitable.

Last but not the least is the Coordination phase. This is the fourth phase of organizational growth where decentralization becomes inefficient. Here, management attempts to restraint the organization by coordinating the activities of various departments in the organization, demanding more accountability and creating unifying incentives such as profit sharing.

Finally, Collaboration phase is the fifth phase of organizational growth where there is too much evidence of bureaucratic and inflexible efforts. Here management adopts a team-based, cross-functional structure and policies that empower workers and promote dialog, experimentation, and negotiation.

Organizational growth, however, means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most organizations will measure their growth in terms of net profit, revenue, and other financial data. Ultimately, growth will be gauged by how well an organization does relative to the goals it has set for itself.

2.9. Relationship between Employee Performance and Organizational Growth

An organization is an independent business identity for the purpose of a common goal while achieving its desired outcome is treated as growth. Organizational growth is used as one indicator of effectiveness for businesses and is a fundamental concern of many practicing managers. Organization effectiveness is the concept of how effective such an organization accomplished its aims and objectives. Organizational growth is defined as the extent to which an organization, use certain resources, to fulfil its objectives without placing undue injure on its members and/or society (Manzoor, 2011). It is well known fact that organization which invest it resource well grow faster. The growth of an organization is always seen as managerial responsibility but it should not be forgotten that the hired employees are the key contributors to achieving objectives. An organization most important resource is its Human resource. Organizations are expected to invest on their human resource to achieve expected outcome. Investment on employees includes motivating them to perform on their job. According to (Raluca, 2012) organizations will realised growth at a point that their employee performed as expected. It is an undisputable fact that employee's performance reflects in organizational growth. Therefore, there is a relationship between employee performance and organizational growth. One influences the other and vice versa. (Raluca, 2012) pinpointed that satisfied employees turn to give out their best which have a positive impact on organizational growth and vice-versa. Employees' must be geared towards the organizations' vision, mission and values. (Raluca, 2012) stated that employee performance is a necessity in every organization especially on this emerging business environment where the organization's growth depends on the employee ability. Organizational growth requires much planning and effort. Providing employees with benefits and financial incentives, providing them the chance to participate in decision making and by rewarding them according to their results, making sure that each employee is aware of his value and of the value of the results he or she had, go a long way boost the employee moral hence better performance

2.10. Factors Affecting Motivations

(Hellrieger 1996) numerated a number of factors affecting employee motivation in an organization. These factors include individual difference, job characteristics and organizational practices.

Individual Differences refers to employee's particular needs, beliefs, behaviors, job interest and expertise that is being exhibited in the job. This is because employees are really different in that whatever is good for one employee may not be appealing to another. Some employees are moved by financial benefits and so pursue job with higher pay whiles other employees may be driven by job safety than financial packages

On the other hand, Job characteristics which refer to the kind of task an employee is to perform. It comprises the limit, content and the difficulties associated with the task such as the right skill to perform such task, the significance of the job and the kind of reaction regarding the job has been achieved.

Furthermore, organizational practices are another factor that affects motivation. It is the guideline and principles refer to as code conducts or ethics, management practices, human Resource Management procedures and reward systems organizations use to control employee conduct both within the internal and external environment of the organization. This implies that the way in manner organization treat their employees can affect their commitment levels. Organizations that provides the right policies and compensation systems its employees find attractive has the chance enhancing workers skills.

2.11. Empirical Review

Various research works have been carried out on motivation, employee performance and organizational growth. Most of these studies have obtained diverse findings on their analysis. Among some of these researches included; Sh Yusuf and Gichinga, (2016) explored the effect of motivation on employee performance of Telecommunication Companies in Somalia. The study adopted descriptive research design in analyzing data which was collected through constructed questionnaires as research instrument. The data was analysed using statistical package for social science (SPSS version 22) the results shows that financial incentives, empowerment have significant and positive effect on employee performance while training and development have strong negative and highly significant correlation on motivation and employee performance. The study further indicated that there was good relationship between motivation and employee performance which had influence employee on Telecommunication Companies in Somalia.

Aryan and Singh (2015) examined the impact of motivation and recognition on employee performance in public and private sector banks in Punjab and Haryana. The study adopted the descriptive statistics, correlation regression analysis, factor analysis and t-test as statistical tool in analysis. It was revealed that employee performance is significantly affected by the salary and other monetary benefits provided by the organization. Accordingly, salary and benefit have significant positive impact on employee performance, however, recognition, company's policy and interpersonal relationship have positive but insignificant impact on the employee performance.

Ajalie (2017) conducted a study on the effect of employee motivation on organizational productivity, a case of May and Baker Plc, Ota Ogun state Nigeria. The study adopted a descriptive and causal research design and the survey technique. Data were analyzed using multiple regression analysis. The results showed that extrinsic factors were considered to have more significant effect on organizational productivity.

Reena (2009) examined the impact of rewards and recognition programs on employee motivation and satisfaction. Data were analyzed using SPSS version 16 and the results showed that there is statistically significant ($r=0.92$, $P<0.01$) direct and positive relation between recognition and employee work motivation.

Quratul-Ain Manzoor (2011) assessed the impact of employee motivation on organizational growth. The study revealed that there exists a positive relationship between employee motivation and organizational effectiveness. Employee Empowerment and recognition have positive effect on employee motivation.

Joyce Essel Mc Forson (2012) examined the impact of motivation on the productivity of employees at GTBank Ghana Limited. The study used the simple percentage and Chi-Square to analyze data. It was revealed that a long side monetary incentive. Another key factor in motivating employees is to involve them in the process aimed at attaining organizational growth.

My Linh Nguyen (2017) examined the impact of motivation on organizational growth. The study wanted to find out the most motivating factors and the linkage of employee motivation with an organization's productivity and growth. The study pinpointed money, personal growth and work-life balance as the key most influential motivation factors for employees. Nonetheless, the study also revealed that the factors that motivate employees were not the same as the factors that retain employees at work places.

Amuche Agbo Peter, Hussaina Idraro Taiwo and Utomi (2016) conducted a study on employees' motivation and organizational development with respect to Diversification of Nigeria's Economy and contemporary challenges. The study adopted a survey design using structured questionnaires. It was revealed that increasing pay, promotion, recognition, opened communication, freedom to take decision and praises given to employees can to a great extent motivate them to work extra hard in ensuring goals are achieved.

Raluca Ioana Vosloban (2012) conducted a study to determine the influence of employee performance on Company's growth thus managerial perspective. The study was driven around five objectives which aimed to identify the factors that influence the employee performance, and how employee performance contributes to the growth of the company. The results showed that the main factor which influences the employee performance is personal motivation. Thus, working environment, the benefits and rewards, the promotional opportunities as well as relationship with managers. The results also indicated that employee performance has a positive and significant role on the company's growth.

Based on these empirical examinations and conclusions, one may possibly deduce that motivation factors are very important in enhancing workers performance level at work environment hence a positive impact on organizational growth.

3. Conceptual Framework

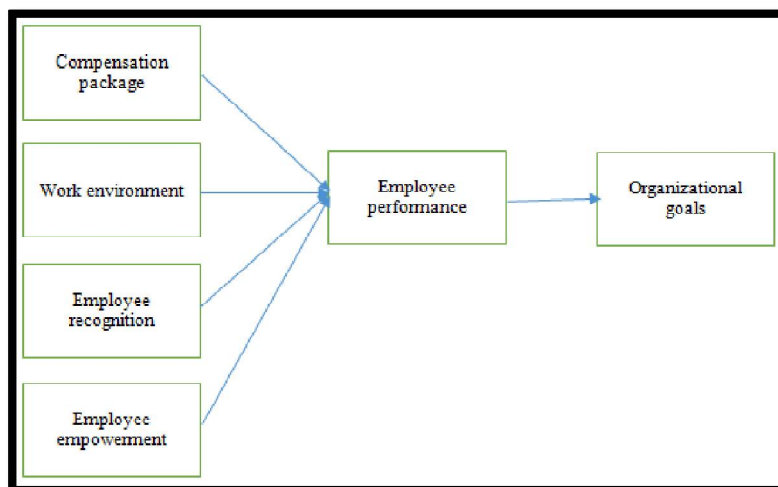


Figure 3: Motivational Factors

4. Gap in Literature

In spite of the rising effects of motivation on employee productivity, there is still limited literature on its effect in developing countries (Ofori et al, 2011). In spite of lots of materials documented about the concept of motivation in developed nations, Ghana is an exception. Again, it was observed that very little information was provided on motivation on employees' performance and organizational growth.

Furthermore, related studies in Ghana have failed to consider the Metropolitan Municipal and District assemblies (MMDA). In conclusion, the study observed very little research have been carried out in the aspect of motivation on

employees' performance and organizational growth respect to MMDA in Ghana. This study while reviewing some empirical literature has bridged the gap between existing literatures by providing evidence for motivation on employee performance and organizational growth.

5. Research Methods

5.1. Research Design

Research design is a framework for data collection. Thus, it is the basic plan for conducting a research. The study employed descriptive research techniques. Richard (2016) posits that descriptive research design involves collecting data that describe events and then organize, tabulate, depicts and analysis the data collected. Descriptive research offers the Researchers facts relating to the level of motivation on employee's performance and organizational growth. The Researchers use graphs and charts to aid the understanding of distribution and discussions.

5.2. Study Area

The Kassena-Nankana Municipal assembly is among the nine Districts in the Upper East Region of Ghana. The Municipality has Navrongo as its political and administration capital which was established in 1988 and was upgraded to a Municipal Assembly in 2012. It occupies an area of 1,657 square kilometers (640 metres square. It shares boundaries to the North with Kassena-Nankana West District and Burkina Faso, to the East with Kassena-Nankana East District and Bolgatanga Municipal Assembly, to West with Builsa District and South by the West Mamprusi District in the Northern Region of Ghana. The population of the area is estimated to be 92,188 as of 2010 population conscious (Ghana Statistics service, 2010).

5.3. Study Population

The population for this study is made up of employees of the Kassena-Nankana Municipal Assembly in the Upper East Region of Ghana. The Researchers targeted employees in all departments in the Municipality. Other workers outside these departments such as casual workers were also contacted to provide the Researchers some information. In all 100 workers gave their responses as questionnaires were administered to them.

5.4. Sample and Sampling Techniques

Sampling is the process of choosing appropriate representative part of a population for purpose of a research. The study adopted stratified random sampling technique to select the entire population. Stratified random sampling is a method where the Researchers selects a sample size without bias from target population (Abdiaziz, 2017). The stratification was in accordance to the Job group of the employees. According to (Sh. Yusuf, 2016), stratified sample helped in establishing which employee and at what level of motivation to perform well. He further argued that stratified sampling is a right technique used in order to make proportionate and meaningful comparison between sub-groups in the population. (Abdiaziz, 2017) indicated that a stratified random sample typically reflects the characteristics of the population as a whole, hence the choice of stratified sampling technique. The Researchers used the method to segment the workers base on the job status ranging from senior staff, junior staff, contract and casual workers of the Kassena-Nankana Municipal Assembly (KNMA). This was done by dividing the total number of the population with the sampling size to obtain the sampling fraction. The technique is appropriate in order to ensure that every element in the sample size has an equal opportunity of being selected (Singh et al, 2014). This made it easier to administer the questionnaires to the sample size chosen for the study. The total Population was one hundred (100) employees who participate in the study.

5.5. Measurement of Variables

5.5.1. Data Collection Instrument

These are methods employed to identify vital information for the purpose of a study. The study used questionnaire instruments as main tool for data collection which is used in quantitative research (Sh. Yusuf, 2016). Questionnaire is defined as technique of gathering data in which each person is asked to respond to the same set of questions in a predetermined order (Abdiaziz, 2017). The questionnaire method was adopted to gather primary data as it provides an efficient way of gathering data. The selection of this tool was guided by the nature of data to be gathered, the time available and by the objectives of the study. The main objective of this current study is assessment of motivation on employee performance and organizational growth. Questionnaires which involve self-administered questionnaires were distributed to the staff of Kassena-Nankana Municipal Assembly.

5.5.2. Source of Data

Data Collection means gathering of relevant and important data use to conduct a particular research (Ajalie, 2017) it is the basis of obtaining data for a research. Data can be collected in two ways. Primary source and secondary source of data. Primary source of data was used for gathering data in this study. Primary source of data is collected by obtaining responses from administering questionnaires to respondents (Mugenda et al, 2003). This kind of data is usually useful as it provides reliable information for the subject being studied. Management and Staff of the Kassena Nankana Municipal Assembly answered questionnaires. On the Other hand, secondary Data was gathered from published materials which include related journals and articles, internet source and reports from the Kassena-Nankana Municipal Assembly as well

as the Local Government Act and the 1992 constitution of Ghana). The Researchers used different employee performance as independent variable and Organizational growth as dependent variable.

5.5.3. Data Processing and Analysis

It is the process of transforming and showing data with the aim of determining and supporting a decision-making. The study adopted the use of questionnaires aimed at finding the impact of motivation of Employee on organization growth. The Researchers made use of quantitative data. The quantitative approach means collecting data and converting them into numerical form so that statistical analysis can be made and conclusions drawn (Richard, 2016). The main reason for this quantitative approach is to help examine the relation between employee performance and organizational growths using Statistical Package for Social Sciences (SPSS version 22). Descriptive statistical tools such as graphs, frequency tables and percentages were used to show the results of the data. Frequency tables and percentages were used to analysis specific objective one. Determining how employee performance impact on organizational growth whiles Graphs and charts were used to determine motivation factors that influence organization growth. On the other hand, regression was also used to examine the relationship between employee performance and organizational growth.

5.5.4. Reliability Testing of the Questionnaire

These are adapted from Pintrich and deGroot's (1990) Motivated Strategies for Learning Questionnaire (MSLQ) and include: All items are responded to on a Likert scale of 1-5, where 5 = Strongly agree and 1 = weak agreement. *Asterisked items are reverse scored, so that the opposite is true (i.e. 1 = Strongly agree and 5 = Strongly disagree). This is so throughout the scale a high score on a question indicates a high belief in *perceived task value*. To establish whether the items on this questionnaire all reliably measure the same construct (*perceived task value*), 76 participants completed this questionnaire, so performed reliability analysis using Cronbach's alpha based on their scores. Details of the results are shown below

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.946	31

Table 1: The Reliability Statistics
The Cronbach's Alpha Coefficient Is 0.945 Which Is Greater Than 0.7
Suggesting the Questionnaire Is Reliable

6. Results and Discussion

6.1. Introduction

This chapter presents the data and discusses the findings of the study. The findings are presented under three broad sections in accordance with the specific objectives of the study. The sections focused on the specific objectives of the study. The analysis was based on 76 respondents that took part in the study within Kassena-Nankana Municipal Assembly. To establish whether the items on this questionnaire are all reliably measured the same construct (*perceived task value*), 76 participants completed this questionnaire, so reliability analysis was performed using Cronbach's alpha based on their scores. Details of the results are shown in appendix C and factors analysis was conducted to identify the perceived factors that influence employees' performance and organizational goal attainment and these were later used to perform multiple regression analysis.

6.2. Level of Employee Motivation and Performance

The interviewees were asked to indicate some of the factors that motivate them as employees in the Municipal Assembly. The following were the responses given as factors that motivate them: Better wages and salaries, fringe benefits, bonus, retirement benefits, responsibility, promotion, recognition, job-satisfaction, achievement, team work, respect, nature of work, opportunity for advancement, job security, good working conditions, management style, cordial relationships with superior and peers, and good working environment (Field Survey, 2019). The Researchers again wanted to find out whether, when the employees motivation increases their performance turns to increase. Details of the analysis are shown below in Table 2.

Descriptive Statistics			
TEP	N	Mean	Std. Deviation
TCP	70	12.8571	4.02991
TWE	70	18.7429	5.55783
TER	70	18.6286	6.66197
TEE	70	18.2571	5.85745

Table 2: Level of Employee Motivation and Performance

From the analysis the in the Table2 shows that total compensation package mean motivation was 12.8571 with the least standard deviation of 4.02991. it was clear that as the level of compensation package increases then employee's performance turns to increase as indicated by the p-value=0.000 significant though there was no significant linear relationship between employee performance and compensation package. For the cases of work environment, the mean motivation was 18.7429 with the corresponding standard deviation of 5.55783. It was also ascertained that employee's level of motivation increases when their worked environment is conducive and safe. Also, there was a significant linear relationship between employees' performance and work environment. For the cases of recognition mean motivation were 18.6286 with a standard of 6.66197. It was clear that as the level of recognition increases then the employees' performance turns to increase. It was ascertained that there was significant linear relationship between recognition of employee work effort and performance with a deviation from linearity to significant. Finally, for the case of employees' empowerment the mean motivation was 18.2571 with a standard deviation of 5.85745. It was ascertained that there is a significant relationship between employees' empowerment and recognition of work effort. Comparatively work environment was ranked as the highest motivational factor fellow's recognition, employee empowerment and compensation package. This implies that if the organization wants to increase its employee performance it must consider work environment recognition, employee empowerment and compensation package. Details of the analysis are shown in the APPENDIX C.

The rating of work environment as the highest motivator affirm to the Herzberg (1968) doctrine that money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. John (1993) presented another argument that monetary incentives may be used to circumvent problems in the workplace. For example, incentives to boost sales can be used to compensate for poor management.

6.3. The Effect of Motivation on Employees' Performance (Regression Analysis)

The outputs in the table below present a multiple regression analysis to establish the cause and effect relationship of motivation on employees' performance: empirical evidence from the Municipal Assembly is shown in Table 2 below.

Source	SS	df	MS	Number of obs = 76
				F (17, 58) = 10.10
Model	126.39878	17	7.43522235	Prob > F = 0.0000
Residual	42.7064831	58	.736318675	R-squared = 0.7475
				Adj R-squared = 0.6734
Total	169.105263	75	2.25473684	Root MSE = .85809

Table 3: The Effect of Motivation on Employees' Performance (Regression Analysis)

The multiple correlation coefficient (0.8646) test was conducted to establish whether there is a significant relation between employee performance and the independent variables (recognition, working condition, compensation package and employee empowerment). It is was the correlation 0.8646 and p-value=0.0000 indicated that there is a significant relationship between employee performance and independent variables (recognition, working condition, compensation package and employee empowerment). The study required P value ranged between 0.00 and 0.05 for significant factors. This implies that there is a significant relationship between employee performance and compensation package, work environment, employee recognition, employee empowerment. The analysis of variance indicated the overall significance of the employee performance and independent variables. The coefficient of the determination was 0.7475 and this implies that 74.75% of the total variation in the employee performance in the municipal assembly is being explained or accounted by the motivational factors (compensation package, work environment, employee recognition, employee empowerment) and 25.25% of the remaining variation is explained by other factors. This implies that multiple regression model well fit the responses.

Employee performance	Coef.	Std. Err	t	P> t	[95% Conf. Interval]
Q1. The basic salary I receive matches the effort I put in my work.	.0895154	.1073228	0.83	0.0408	-.1253146 .3043454
Q8. My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	.5300366	.1759483	-3.01	0.004	-.8822353 .1778378
Q15. Supervisor recognizes the potential amongst me.	.3690913	.1529497	2.41	0.019	.0629293 .6752533
Q21. I am personally accountable for my actions and inactions	-.1495037	.1529497	-0.87	0.0386	-.4921193 .193112
Q13. I am satisfied with recognition on my good performance.	.4794368	.1195171	4.01	0.000	.2401973 .7186763
Intercept	-.6429066	.4174257	-1.54	0.0129	-1.478475 .1926616

Table 4

The regression equation is therefore $y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$. When the values from the table are computed, the equation becomes $y = -0.643 + 0.479(x_1) - 0.150(x_2) + 0.369(x_3) + 0.5300(x_4) + 0.089(x_5)$.

From the analysis, the co-efficient value for recognition (q13&q15) in the organisation was 0.849. This means that all things being equal, when the other independent variables (opportunity for employee empowerment, compensation or rewards, advancement, appreciation for work done, salary and working conditions) are held constant, performance would increase by 84.9% if there is 100% improvement in recognition of employees work effort. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves. This was statistically significant ($0.00 < 0.05$) i.e. the variable (recognition) is making a significant unique contribution to the prediction of the dependent variable (employees' performance). This give credence to Herzberg (1968) doctrine that money is not a motivational factor, increased wages/salary could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. Motivating employees with salary alone is not enough to make them happy at workplace.

From the analysis the co-efficient value for compensation package was 0.0895154. This means that all things being equal, when the other independent variables (employee empowerment, advancement, appreciation for work done, salary and working conditions) are held constant, performance would increase by 8.95% if there is 100% improvement in compensation package or rewards for work done. This was statistically insignificant because it has value less than 0.05 i.e. the variable (appreciation for work done) is not making any unique contribution to the prediction of employees' performance.

The employees' empowerment (q22) was not making unique contribution as an increase in empowerment leads to decrease in performance by 14.95%.

Finally, the work environment (q8) coefficient value 0.5300 means that all things being equal, when the other independent variables (employee empowerment, advancement, appreciation for work done and salary) are held constant, performance would increase by 53% if there is 100% improvement in work environment. The findings revealed that motivational factors have greater impact on employee performance except employee empowerment.

6.4. Factors That Influence Organizational Goal Attainment

Employee motivation has a strong influence on the organizational goal attainment of an organization. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence.

Goal is something for which most companies strive to achieve, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time.

Organizational goal has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers

Organization can easily change their resource except Human resource (HR). Therefore, human resource is very important assets of organization that is unchangeable. Human resource otherwise refers to us Human Capital in recent time, is the employees of the organization. The key factors that affect these Human resources of an organization is motivation. (Omollo, 2015) stated that motivation is the key of a successful organization to maintain workers in powerful manner and help organization to succeed. Employee motivation is simply referred to as a reflection of the level of energy,

commitment and creativity the employee bring to the job (Abdiaziz et al, 2017). Motivation is the best tool for best performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.624 ^a	.390	.381	4.27184	.390	43.426	1	68	.000
2	.681 ^b	.464	.448	4.03400	.074	9.255	1	67	.003
3	.706 ^c	.498	.475	3.93262	.034	4.499	1	66	.038
Model		Sum of Squares		Df	Mean Square		F	Sig.	
1	Regression	792.464		1	792.464		43.426	.000 ^a	
	Residual	1240.908		68	18.249				
	Total	2033.371		69					
2	Regression	943.069		2	471.535		28.976	.000 ^b	
	Residual	1090.302		67	16.273				
	Total	2033.371		69					
3	Regression	1012.648		3	337.549		21.826	.000 ^c	
	Residual	1020.724		66	15.466				
	Total	2033.371		69					
a. Predictors: (Constant), TWE									
b. Predictors: (Constant), TWE, TER									
c. Predictors: (Constant), TWE, TER, TEP									
d. Dependent Variable: TOG									

Table 5

The multiple correlation coefficient (0.706) test was conducted to establish whether there is a significant relation between organizational goal attainment and the independent variables (employee performance, recognition, working condition, compensation package and employee empowerment). It is clearly showing that the correlation coefficient 0.706 and p-value=0.0000 indicated that there is a significant relationship between organizational goal attainment and independent variables (employee performance, recognition and working condition). Compensation package and employee empowerment was not significant factors that lead to organizational goal attainment and these factors were excluded in analysis.

The overall test of the analysis of variance conducted on organizational goal attainment that determines the significance of the factors (the independent variables) and their impact on organizational goal attainment (the dependent variable). The study required P value ranged between 0.00 and 0.05 for significant factors. The coefficient of the determination was 0.498 and this implies that 49.8% of the total variation in the organizational goal attainment in the municipal assembly is being explained or accounted by employee performance, recognition and working environment and 50.2% of the remaining variation is explained by other factors. This implies that the responses were best fit the organizational goal attainment.

The effect of the independent variables using employees' performance as mediating variable on the organizational goal attainment. It is clearly showing that employee work environment contributes 39% of explaining the organizational goal attainment. This implies that when the employees work environment are conducive, they turn to performance well which would lead to organizational goal attainment.

For the case of employee's recognition, it contributes 7.4% of explaining organization goal attainment. This implies that using employees' performance as mediating variable on the organizational goal attainment when employees are given the necessary recognition good work done then they turn to perform well which have leads to organizational goal attainment.

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	7.828	1.808		4.330	.000					
	TWE	.610	.093	.624	6.590	.000	.624	.624	.624	1.000	1.000
2	(Constant)	5.906	1.820		3.245	.002					
	TWE	.459	.100	.470	4.567	.000	.624	.487	.409	.756	1.322
	TER	.255	.084	.313	3.042	.003	.545	.348	.272	.756	1.322
3	(Constant)	4.298	1.930		2.227	.029					
	TWE	.338	.113	.346	2.981	.004	.624	.344	.260	.565	1.771
	TER	.189	.087	.232	2.160	.034	.545	.257	.188	.660	1.514
	TEP	.222	.105	.257	2.121	.038	.606	.253	.185	.518	1.930
a. Dependent Variable: TOG											

Table 6

The regression equation is therefore $y = a + b_1 x_1 + b_2 x_2 + b_3 x_3$. When the values from the table are computed, the equation becomes $y = 4.298 + 0.338 (TWE) + 0.189 (TER) + 0.222 (TEP)$. From the analysis the co-efficient value for compensation work environment (TWE) in the organization was 0.338. This means that all things being equal, when the other independent variables (employee performance & recognition) are held constant, organization goal attainment would increase by 33.80% if there is 100% improvement in work environment (TWE). This was statistically significant ($0.004 < 0.05$) i.e. the variable (work environment) is making a significant unique contribution to the prediction of the dependent variable (organization goal attainment).

From the analysis the co-efficient value for recognition (TER) was 0.189. This means that all things being equal, when the other independent variables (employee empowerment, advancement, employee performance and working conditions) are held constant, organization goal attainment would increase by 18.9% if there is 100% improvement in recognition. This was statistically significant because it has p-value less than 0.05 i.e. the variable (recognition) is making a unique contribution to the prediction of organizational goal attainment.

The employee performance (TEP) also make a unique contribution towards organizational goal attainment as an increase in an employee performance would leads to an increase organizational goal attainment by 22.2%. This implies that if the municipal assembly wants to attainments its goal then they must improve upon the recognition and work environment which would translate into high performance leading to the organizational goal attainment.

7. Discussion of the Results

From the Table2 it is clearly showing that as motivation of employees increases in the municipal assembly then their performance turns to increase as indicated by Hotelling's T-squared and $p=0.0000$. Every organisation is characterised by a particular type of reward structure, often differing from person to person and from department to department. The results further revealed that work environment was ranked as the highest motivational factor fellow's recognition, employee empowerment and compensation package. This implies that if the organization wants to increase its employee performance it must consider work environment first to fellows by recognition, employee empowerment and compensation package. LeBoeuf (1985) stated that "what gets rewarded gets done." If you want more of something in an organisation, simply increase greater reward for that behaviour. If you want less of an activity in an organisation, simply reduce the rewards or increase the punishment or disapproval for that behaviour. People respond to incentives. Money is often the first factor to come to mind, but successful managers will see that as just one part of a larger picture of incentives that drives employees to excel at their jobs. Some workers will dedicate greater time and effort for the opportunity to increase their pay through raises, bonuses or promotions. Others may be happy to accept a less competitive pay package in exchange for doing work that they enjoy. Maintaining these rewards system motivates many employees to stay with a business and do well in the organization. The most important factor on this list is the ability to advance.

Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn't guarantee advancement. So, make it a point to help them get there. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

According to Aguinis (2009), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organisational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behaviour. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employees' performance. The longer the number of years" experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviours of employees; the working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low compensation could be financial or non-financial may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one's performance. Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2009).

Campbell (1990) and Aguinis (2009) have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge

about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of performance is motivation, the driving force behind every human activity.

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback and these agreed with the findings of the research. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behaviour is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 1990).

The findings revealed that municipal assembly organizational goal can be attained when there is 100% improvement upon employee recognition and work environment which would translate into high performance leading to the organizational goal attainment. When employees are well motivated, they turn to increase their performance which in the long-run help the overall objective of attainment of the organizational goals. Managers should be mindful of employees' participation in decision making in the organization and factors such conducive work environment, compensation or rewards, employee empowerment and recognition. When these factors are satisfied then achievement of the organizational goals can be met.

There is evidence to support the main objectives of our study to the extent that both intrinsic and extrinsic motivational variables are important (when combined) in motivating middle level managers to achieve organisational goals. It is therefore important for top managers to consider a mixture of both when designing motivational strategies for middle level managers given the important role this category of employees play in the survival of an organisation. The motivation of middle level management is a fascinating and largely uncharted area of study; yet gaining this cadre's commitment to corporate goals may depend on the reward system design.

8. Summary of Key Findings

The findings revealed that motivation of employees increases in the Kassena-Nankana municipal assembly with increase in performance as indicated by Hotelling's T-squared and $p=0.0000$. Every organization is characterized by a particular type of reward structure, often differing from person to person and from department to department. The finding further revealed that work environment was ranked as the highest motivational factor followed by recognition, employee empowerment and compensation package. This implies that if the organization wants to increase its employee performance it must consider work environment first to fellows by recognition, employee empowerment and compensation package. LeBoeuf (1985) stated that "what gets rewarded gets done." If you want more of something in an organisation, simply increase greater reward for that behaviour. If you want less of an activity in an organisation, simply reduce the rewards or increase the punishment or disapproval for that behavior

The study also confirmed that employees who are motivated by management will exhibit a much higher level of productivity. Thus, the provision of better and improved conditions of service for employees is recognised as a form of motivation that leads to a high level of performance among employees which can translate into increased productivity for the organisation. The research identified the regression model that best described employee performance to be $y = -0.643 + 0.479(x_1) - 0.150(x_2) + 0.369(x_3) + 0.5300(x_4) + 0.089(x_5)$.

The findings revealed that municipal assembly organizational goal can be attained when there is 100% improvement upon the recognition and work environment which would translate into high performance leading to the organizational goal attainment. With regression model is organizational goal attainment = $4.298 + 0.338(TWE) + 0.189(TER) + 0.222(TEP)$

According to Seidenfeld, (2007) employees will perform without feedback. But without feedback from their supervisors, employees will make their own work assessments or try to get feedback from their friends and co-workers. Such self-assessment, by its nature, cannot be objective, and it is not likely to be very accurate (Seidenfeld, 2007). What supervisors must be concerned about when giving feedback are accuracy and objectivity, and how much it will help the employee do a better job. Only the employee's supervisor can give this kind of feedback.

When employees perform well, they need positive recognition to keep them motivated; if their performance is not up to snuff, they need to know it. And they need to know very specifically, in behavioural terms, just what it is that isn't going right (Seidenfeld, 2007)

9. Conclusion

The study concludes that there are varieties of issues that motivate employees to join a particular organization. Whereas most of these factors motivated employees of the municipal assemblies to improve productivity; others did not motivate them to perform well on the job. Thus, whereas adequate pay, healthy working environment and recognition by management serve as motivating factors to employees of the Kassena-Nankana Municipal Assembly, fair and consistent policies as well as identification and fulfillment of needs do not motivate them to give off their best on-the-job.

It can also be concluded that municipal assembly can attained organizational goal when there are 100% improvement upon the recognition and work environment which would translate into high performance leading to the organizational goal attainment. The local government can use both extrinsic motivators such as commission sales, bonuses, special allowances and intrinsic motivators such as promotions and awards. This helps to sustain employee interest and urge them to strive hard to improve their performance and enhance productivity.

10. Recommendation

The following recommendations are considered:

Proper and efficient working conditions should be instituted in the public offices to help increase employee's performance level.

Also, better compensation and rewards systems should be instituted by the heads of the public institutions to aid employee work harder in the various public corporations.

In addition, the heads of the various public institutions should organise training programs meant to increase the knowledge and skills of employees.

Employees who work harder and perform well and meet their targets should be motivated by their respective organizations by giving them a special treatment in terms of incentives like bonus etc. to induce others to follow their footsteps. The local government should find ways to motivate their employees to work up to the maximum level, improve their work attitudes towards work values and the most important is to be aware of public opinion towards the public service.

11. Recommendation for Further Studies

This study examined motivation and employee performance on organizational goal attainment at the municipal assembly. The study was limited to the Kassena-Nankana Municipal Assembly in the Upper East Region. Further studies should be undertaken on motivation and employee performance in other municipal and district assemblies through the country on the issue at stake in Ghana.

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