

Motivational Strategies for Improving Performance and Productivity amongst Records Staff in Ghana

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Abstract

One of the greatest challenges facing archives and other information managers in developing countries such as Ghana is the motivation of staff. Agencies, private and public alike, are set up to accomplish goals and objectives namely provision of goods and services. The link between motivation theory and practice of management is crucial to management success. The focus of the study is to gather information on the motivational strategies put in place by Management of Public Records and Archives Administration Department (PRAAD) Head Quarters and its impact on performance and productivity. To achieve this aim, the case study method was used with questionnaires and interviews as the main instruments involving twenty-nine (29) subjects (sub-professional records staff and professional staff). Data obtained were analysed using Statistical Package for Social Sciences (SPSS). Descriptive statistics in the form of simple percentages, frequencies, scores, and tables were used. The study exposed that records staff are generally satisfied with their current employment although they are not adequately motivated to continue in the job for a lifetime, PRAAD has an ageing staff, staff were dissatisfied with their income levels and no formal motivational strategies in place. Therefore, it was recommended that PRAAD Management should adopt strategies such as teamwork, personal involvement, quality management and setting of targets to motivate records staff to increase performance and productivity.

Keywords

Motivation, Motivational Strategies, Records Staff, Performance and Productivity, PRAAD-Ghana

Introduction

One of the greatest challenges facing archives and other information managers in developing countries such as Ghana is the motivation of staff. Agencies, private and public alike, are set up to accomplish goals and objectives namely provision of goods and services. The link between motivation theory and practice of management is crucial to management success. Motivation is undoubtedly, one of the very important aspects of staff management. Bateman and Snell, (2007) as cited by Saafein and Shaykhian (2014) posited that motivation is the inner state that causes an individual to behave in a way that ensures the accomplishment of some goal. Why people act in a certain way explains the motive of motivation. If the organisation is to achieve its goals, it must not only have the required resources but it must also use them effectively. Understanding the nature of human motivation is key to successful and effective management. Donnelly (1992) defines motivation as “all those inner striving conditions described as wishes, desires, drives etc.”. Motivation is the direction and persistence of action. Motivation is, therefore, a goal-directed drive and seldom occurs in a void Motivation is a reason for the behaviour. Mullins (2005) stated that motivation has a linkage of the course of action of people in preference to others which will result in continuity with a particular line of action over a period of time. Motivation and fulfilment govern the relationship between workers and organization.

Performance is a formal structural system of measuring, evaluating and influencing employee's job-related attributes, behaviours and outcomes. According to Armstrong (2006), performance is the systematic assessment of the adequacy of execution of particular or general behaviour that is germane to the achievement of organisational tasks. According to Bateman and Snell (2007) performance is a formal structural system of measuring, evaluating and influencing employees' job-related attributes, behaviours and outcomes.

Productivity has been an essential contributor to corporate success. This is as a result of its direct translation into cost savings and profitability. Mojahed (2005) as cited by Chigara and Moyo (2014) stated that productivity has also been a key to long-term growth and sustainable improvement and when associated with economic growth and development generates non-inflationary increases in wages and salaries. Mullins (2005) indicated that productivity quality and services should improve when there is a positive motivation philosophy and practice implemented. This would help people towards the achievement of stated goals within an organization.

Most information centre's and archival institutions have a mission to offer a high quality of service to all clients. Human resource is seen as the most valuable key resource which organisations can possess. Records class staff are involved in this service experience and the main interface with clients.

Workers all over the world understand that hard work is associated with motivation and job satisfaction which will lead to increase performance (Mullins, 2005). Employers who adopt this system always see their employees giving off their best leading high performance. Motivation among workers in the public sector institutions including PRAAD has been demonstrably low. The contribution, effectiveness, and efficiency of records staff in PRAAD depend not only on their strength but also on the gratification and satisfaction they obtain from the services rendered. Records staff must be psychologically and physically sound and possess quality knowledge and skills for their work. In Ghana many people, unfortunately, look down on the records profession, leading to a high level of dissatisfaction among records staff, most of whom have very high academic qualifications.

Statement of the problem

Productivity is a measure of the effective use of resources usually expressed as a ratio of output to input. Stajkovic and Luthans (2001) noted that whether employees maintain high productivity depends on how they perceive the consequences of their effort. If they believe high productivity will be rewarded, they will be more likely to work to achieve goals set.

PRAAD just like Ghana Library Board (GLB) has been experiencing a problem of high degree of labour turnover over the years and even graduates from the country's universities are not attracted to work with the institution because of lack of motivation (Azangweo, 2004: Mensah and Alemna, 1997). The general mood of those remaining is not encouraging as they exhibit other forms withdrawal behaviours such as absenteeism and passive work behaviour. The working environment of records staff at PRAAD is not the best due to lack conducive working environment.

Non-empirical evidence shows that financial incentive is understood by the majority of the working force to be a motivator to improve productivity in Ghanaian industries and PRAAD is

not an exception. Cole (1998) indicated social comparison theory contends that people at work compare themselves with others doing similar work in similar circumstances and then make judgments as to whether they are being fairly treated. It follows that if workers found out that they are being fairly treated, they sustained their work effort but will decline in their work effort should the reverse hold true.

When records staff compare their salaries, incentives, allowances and other benefits with other workers in the same professional service where else in the country, they see themselves placed far below their counterparts in other organisations which shows there is no equity for the records staff. Cheng (1995) as cited by Petcharak (2002) contends that motivated employees are more productive, happier and stay with the organisation longer.

Objectives of the Study

The objectives of the research are to:

- i. identify the factors which motivate records staff at PRAAD.
- ii. identify factors that lead to staff turnover.
- iii. find out the level of job satisfaction among records staff of PRAAD.
- iv. determine the motivational strategies put in place by the Management of PRAAD, to motivate and satisfy their records staff.

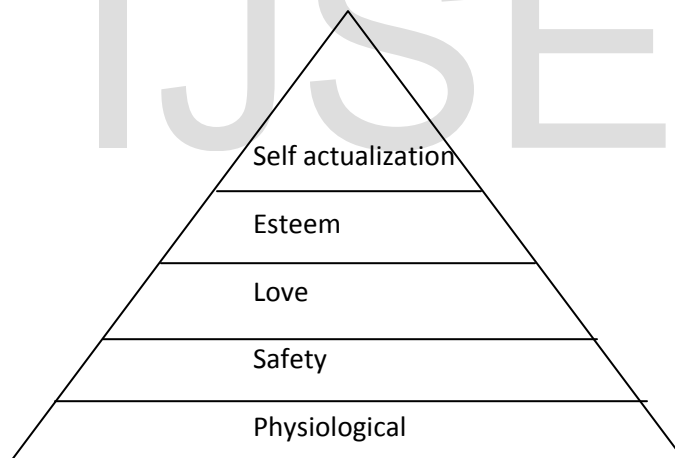
Theoretical Framework

For the purpose of this study, the researchers based on Maslow's Hierarchy of Need Theory as the theoretical framework. Maslow (1964) made a basic proposition that the wants of human beings never ends. This concept was based on the way human beings always look for new things and these new things are dependent on what they have already. He identified five levels of needs of human beings. The hierarchy is generally illustrated in ranking order of five main levels. That is from the lowest need being physiological, through safety needs, love or social needs and esteem needs to the highest level of needs being self-actualisation (Mullins, 2005). This theory states that when a lower need is fulfilled, it is no longer a strong motivator and hence the demand for the next higher need becomes dominant and the person's concentration is turned towards fulfilling this higher need. It states that only unfulfilled needs motivate an individual (Mullins, 2005; Armstrong, 2006). Armstrong (2006) indicated that notwithstanding the requirement for

satisfying a higher need, it is clear that self-actualization can never be satisfied. The hierarchy of needs is as follows:

- . **Physiological needs:** - It is the basic need of life. It includes satisfying one's thirst, hunger, oxygen, physical drive, sexual desire etc.
- . **Safety needs:** - Safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness are included here.
- . **Love:** - This is also known as **social needs**. Affection, sense of belonging, social activities, friendship and both the giving and receiving of love can be found here.
- . **Esteem:** - It is often known as **ego**. This includes self-respect which involves the desire for confidence, strength, independence and freedom. In addition is esteem of others which involves reputation or prestige, status, recognition, attention and appreciation.
- . **Self-actualization:** - This is the development and realization of one's full potential. Maslow saw this level as what humans can be, they must be or becoming everything that one is capable of becoming. It is the need for developing potentialities and skills, to become what one believes one is capable of becoming (Mullins, 2005; Armstrong, 2006).

Fig. 1



Maslow's Hierarchy of Need Model (Bloisi et al, 2003: Mullins, 2005)

According to Bateman and Snell (2007), Maslow's hierarchy has been criticized as being a simplistic and not altogether accurate theory of human motivation. For example, not everyone progresses through the five needs in a hierarchical order. Developed countries in Europe have their higher needs to be social or love needs whilst their developing countries in Africa have their

higher needs to be physiological and safety and security needs. But Maslow made three important contributions. Firstly, he identified important need categories which can help managers create effective positive reinforcers. Secondly, it is helpful to think of two general levels of needs in which lower level needs must be satisfied before higher level needs become important. Thirdly, Maslow alerted managers to the importance of growth and self-actualisation (Bateman and Snell, 2007). Armstrong (2006) stated that though Maslow's hierarchy has been criticized for its rigid nature, the difference in the needs of people makes it difficult to accept that needs of people ascend steadily on the hierarchy.

Review of Related Literature

Importance of Motivation to Management

Most managers have agreed from applying the idea that different things motivate people at different times. According to Maslow (1964) employee response to incentives differ from person to person. In a developing country like Ghana, most workers find it difficult to make ends meet so they focus on the physiological needs such as food, shelter, sex, etc. but such focus may be different in developed parts of the world. Therefore, the hierarchy of need can help management to predict changes in overall employee behaviour.

In terms of strategy and to enjoy the advantage of a highly motivated workforce, the manager can consider what conditions will motivate each employee today, then make adjustments as needs change. Aldag et al. (1987) suggested that “managers who treat all employees the same or who assume they know what is important to their subordinates and others are likely to do a poor job of motivating”. In the supportive view of Khojasteh (1993), indicated when managers attempt to treat all employees the same, it means that managers provide employees with the rewards that would motivate him (manager) but this may not necessarily be what motivates the employees. There is, therefore, the need for managers to have at the back of their minds that employees have a unique set of values and motives and will respond uniquely to motivational factors.

Sabbagha (2016) posits that, based on Maslow's Theory of needs, effective managers try to anticipate each employee's personal needs profile and to provide opportunities to fulfil emerging

needs. In the case of Herzberg (1959) as cited by Al Jenaibi (2010), indicated that the assertion that satisfaction is not the opposite of dissatisfaction encourages managers to think carefully about what actually motivate employees. Employees give off their best when the Manager gives appropriate concentration to the factors of motivation and growth. He, however, emphasised that hygiene factors are not a “second-class citizen system” but they are as important as the motivators.

Accel-Team (2008) as cited by Fernando and Ranasinghe (2010) posits that the manager’s main task is to develop a productive workplace, with and through those he or she is in charge of. The topmost function of a Manager is the development of a productive workplace with and through the people that he/she supervises. The main tools in the manager’s kitbag for motivating the team are approval, praise and recognition, trust, respect and high expectations.

- loyalty, given that it may be received.
- removing organisational barriers that stand in the way of individuals and group performance (smooth business processes, systems, methods and resources.)
- job enrichment.
- good communication.
- financial incentives.

The order of importance is key but it is interesting to know that cash or monetary incentive is the least on the ladder of motivators (Accel-team, 2008).

Motivational Strategies

To attain a sustainable performance at its highest level by employees is the concern of every organisation. This demands adequate concentration to how people can best be motivated which includes incentives, rewards, leadership etc. and the organisational context within which they carry out the work (Armstrong, 2006). In general, it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005).

Motivational strategies are the plans that can help achieve success through ensuring the good working life of employees within an organisation. According to Accel-Team (2008), posited seven motivational strategies are as follows: Positive reinforcement / high expectations, Effective discipline and punishment, Treating people fairly, Satisfying employees needs, Setting work-related goals, Restructuring jobs and Base rewards on job performance.

These are the basic strategies, though the mix in the final will be different from one institution to the other and a situation to another situation. Essentially, there is a gap between an individual's actual state and some desired state and the manager tries to reduce this gap. Motivation has therefore been defined as a means for reduction and manipulation of this gap. It is inducing others in a specific way towards goals specified by the motivator. Naturally, these goals as also the motivation system must conform to the corporate policy of the organisation. The motivational system must be tailored to the situation and the organisation (Accel -Team, 2008).

Motivation and Performance

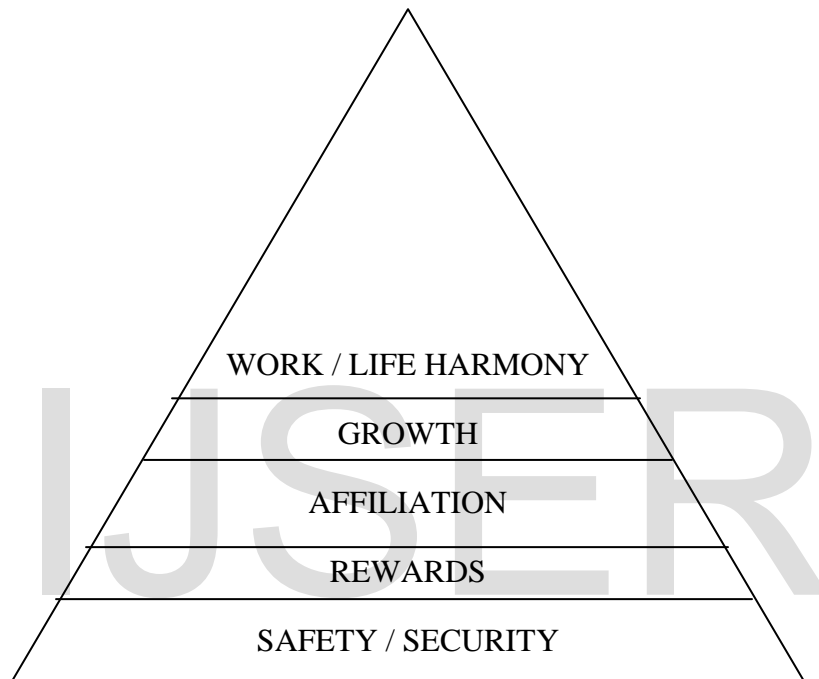
While it is important, motivation alone does not dictate all of a person's behaviour. A person's ability clearly also matters, and so do factors like the resources a person is given to do his or her job. Successful work performance can arise from a variety of motives. In most workplaces, incentives and performance management systems reward some aspects of work behaviour more than others. Also, different behaviours may be rewarded in different ways and particular ways may suit some people better than others.

Performance is the systematic assessment of the adequacy of execution of particular or general behaviour that is germane to the achievement of organisation tasks. Performance is considered to be a function of ability and motivation, thus: $\text{Job performance} = f(\text{ability})(\text{motivation})$ (Accel-Team, 2008). Every manager tries to motivate his or her employees to greater and higher performance towards the achievement of organizational goals. According to Rose et al. (2006) performance is dependent on three factors namely; ability, environment and motivation which

can be expressed as follows: $P = M + A + E$ (Rose, 2006) where P = Performance, M = Motivation, A = Ability and E = Environment.

Stum (2001) as quoted by (Mullins, 2005; Osabiya, 2015) studied the dynamics between an individual and the organisation and proposed a new worker and employer social contract that enables organisations to improve worker commitment and retention. The five levels of the workforce needs hierarchy are shown in performance pyramid:

Fig. 2



Stum Performance Pyramid (Mullins, 2005)

- **Safety/security:** - The need to feel physically and psychologically safe in the work environment for commitment to be possible.
- **Rewards:** - The need for extrinsic rewards in compensation and benefits.
- **Affiliation:** - The intrinsic need for a sense of belonging to the work team or organisation.
- **Growth:** - Addressing the need for positive individual and organisational change to drive commitment.
- **Work/life harmony:** - The drive to achieve a sense of fulfilment in balancing work and life responsibilities.

Providing recognition of good performance is the best place to start motivation. Recognising good performance anytime it is encountered with just a “Thanks” or a literal pat on the back can

be enough to get the motivational engine working (Accel-Team, 2008). Boateng (2011) reveals that, if pay system is designed properly to fit all strategies, it can have a positive impact on overall performance. In a similar view by Aguni et al. (2013) stated that monetary rewards can be a very powerful determinant of employees motivation and achievement which most often results in important returns in terms of an organizations' level of performance.

Motivation and Job Satisfaction

Job satisfaction is a person's effective response to aspects of work and/or the work itself. Nkereuwen (1986) describes job satisfaction as an effective response to work, in other words, get a level reaction, an emotional response, a feeling of liking, a positive or negative emotional state associated with one's work. The term is often used interchangeably with the term morale. Theory and research suggest that focusing solely on satisfying workers will not result in increased performance or productivity. The job satisfaction and motivation of many professionals and non-professionals groups such as nurses, assembly workers, insurance agents, accountants, etc. have been studied by various scholars. Garg and Rastogi (2006) as cited by Sekhar et.al (2016) came out with a dynamic managerial framework which is required to enhance workers performance to tackle the global challenge.

Content theories propose that job satisfaction relies on the maintenance of two sets of factors: motivators and hygiene factors. Motivating factors are said to be inherent in the job itself and lead to strong feelings of satisfaction with work. These may include achievement, recognition, responsibilities to develop and chances of advancement. On the other hand, hygiene factors relate to the environment in which the job is performed including organisational policies and management, supervision, interpersonal relationships, salaries, wages and benefits (Accel – Team, 2008).

According to Accel-Team (2008) as cited by Fernando and Ranasinghe (2010), indicated that hygiene factors that are unsatisfactory act as de-motivators but the motivational effect is limited when satisfied. The psychology of motivation is quite complex and Herzberg has exploded several myths about motivators such as a shorter working week, increasing wages, fringe benefits, sensitivity/ human relations training, communication.

Motivation and Productivity

Productivity has been generally defined as a ratio of a measure of some or all of the resources used to produce this output (Accel-Team, 2008). The productivity definition is utilised by economists at the industrial level to determine the economy's health, trends and growth rate while at the project level, it applies to areas of planning, cost estimating, accounting and cost control. This is mathematically expressed as follows: $\text{Productivity} = \frac{\text{Output}}{\text{Input}}$ (Heizer and Render, 1999). Surely, there exists a positive correlation between productivity and some variables namely: Energy, Equipment, Labour, Material, Capital, and Management. Total factor productivity gives a more general definition of productivity and it takes into consideration the combination of various input factors and is measured as follows: $\text{Total Factor Productivity} = \frac{\text{Total Output}}{\text{Total Input}}$ (Accel-Team, 2008).

Wiredu (1989) as cited by Osabiya (2015) stated that labour productivity has several factors that affect it and the dominant among them for effective labour force is basic education. Moreover, motivation, team building, training and job security have a significant bearing on the labour productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilised labour with stronger commitment and working on safe jobs also contribute to affect labour productivity (Wiredu, 1989).

Methodology

The research was a case study. The population for the study comprised all records staff at the National Headquarters of Public Records and Archives Administration Department (RAAD) which was thirty-one (31) made up of ten (10) professional records staff and twenty-one (21) sub-professional staff. Purposive sampling was used to sample all the 31 Records Staff at PRAAD- National Headquarters. The researchers interviewed all the ten (10) professional staff and administered a questionnaire to the twenty-one (21) sub-professional staff. Data drawn from the questionnaire was coded, captured and analysed by the use of the Statistical Package for

Social Science (SPSS). Frequency tables were used to facilitate the analysis of closed-ended questions while data from interviews were analysed qualitatively.

Data Analysis and Discussion of Findings

Data were analysed under the following headings: Demographic Data, Motivating Factors, Job Satisfaction, Productivity and Performance

Demographic Data

Age Distribution of Respondents

Per the results of the study, the majority of the records staff who work as sub-professional are within the ages of 50 to 59 years representing 7 (36.8%) of the total of nineteen (19). Sub-professionals between the ages of 18 to 29 years and 30 to 39 years form the second majority accounting for 5 (26.3%) each. Sub-professionals aged between 40 to 49 years form the least majority with 2 (10.5%). In the professionals class, staff within the range of 50 to 59 years still form the majority with 5 (50%) of the total of ten (10). Age range 40 to 49 years form the second majority with 3 (30%) as against 2 (20%) for those with age range 30 to 39 years. There was no professional records staff with age less than 30 years. This is shown in Table 1 below.

Table 1: Age of Respondents

Age Range	Sub-professional		Professional		Total	
	Freq.	Percent	Freq.	Percent.	Freq.	Percent.
18-29	5	26.3	-	-	5	17.2
30-39	5	26.3	2	20	6	20.6
40-49	2	10.5	3	30	5	17.2
50-59	7	36.8	5	50	12	41.3
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Gender of Respondents

Table 2 below shows gender distribution of respondents. Sub-professional respondents had 6 (31.6%) males as against 13 (68.4%) females whilst the professional staff had 7 (70%) males as against 3 (30%) females. Out of the total of twenty-nine (29), current records staff who participated in the survey 13 (44.8%) were males and 16 (55.2%) were females.

Table 2: Gender Distribution of Respondents

Gender at PRAAD	Sub- Professional		Professional		Total	
	Freq.	Percent.	Freq	Percent.	Freq.	Percent.
Male	6	31.6	7	70	13	44.8
Female	13	68.4	3	30	16	55.2
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Academic Qualification

Table 3: Academic Qualification of Respondents

Academic Qualification	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
M.S.L.C.	5	26.3	-	-	5	17.2
S.S.S.C.E.	4	21.1	-	-	4	13.8
G.C.E. O'LEVEL	2	10.5	-	-	2	6.9
Diploma	8	42.1	-	-	8	27.6
BA	-	-	4	40	4	13.8
MA	-	-	6	60	6	20.7
TOTAL	19	100	10	100	29	100

Source: Fieldwork, 2017

Table 3 shows the academic qualification of respondents. Out of a total of nineteen (19) sub-professional records staff, 5 (26.3%) possess M.S.C.L., 4 (21.1%) hold S.S.S.C. Only 2 (10.5%) respondents hold G.C.E. O'Level and 8 (42.1%) hold Diploma Certificates. Four (40%) professional records staff hold first Degree in various fields whilst 6 (60%) hold Masters Degree in Archival Studies. Out of a total of twenty-nine (29) respondents who participated in the study, 5 (17.2%) possess Middle School Leaving Certificate, 4 (13.8%) hold Senior Secondary School Certificate, only 2 (6.9%) respondent's hold General Certificate Examination "Ordinary Level" and 8 (27.6%) hold Diploma Certificates which is the majority of respondents academic qualification. Four (13.8%) possess BA and 6 (20.7%) possess Master of Art which is the second largest academic qualification of respondents. This shows that PRAAD has able and experienced professional and sub-professional records staff to carry out its functions effectively.

Motivating Factors

Herzberg et al. (1959) as quoted by Nowak et al. (2010) stated that motivational factors in the working environment result in the job satisfaction of a person while protective ones dissatisfy him. If the working conditions are good and attractive, personnel will find it easier to carry out their work. If on the other hand, working conditions are poor, personnel will find it more difficult to get things done. Motivating factors have been broken down into smaller variables such income level, the opportunity for further education, acquisition of some incentives, description of tools and functions.

Income level

Remuneration at work has been identified as one of the major factors influencing the motivation of workers. Park (2010) concludes that monetary incentives act as a catalyst for greater action and instils the passion towards work; it helps people in recognition of their achievement. It can be observed from Table 4 below that, the majority of the staff who work as sub-professionals earn between GH¢1,000 and 1,500 representing 6 (31.6%). Five (26.3%) of sub-professionals earn between GH¢1,500 and 2,000, 2 (10.6%) earn between GH¢2,000 and 2,500 and the same can be said of income levels between GH¢500 and 1,000. Those who earn above GH¢2,500 form the third majority with 4 (21.1%).

Five professionals earn between GH¢ 1,500 and 2,000, representing 50% of the total whilst 4 (40%) earn above GH¢ 2,500. Only 1 (10%) earns between GH¢2,000 and 2,500. The results show that no professional records staff earns below GH¢ 1,500. This affirms Beretti et al. (2013) that monetary incentives should be used used to build a positive environment and maintain job interest which is consistent with the employee and ensure employee performance. Majority of Professional Staff always keep their job at PRAAD.

Table 4: Income levels of Respondents

Income Level GH¢	Sub- Professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
500-1000	2	10.5	-	-	2	6.9
1000-1500	6	31.6	-	-	6	20.7
1500-2000	5	26.3	5	50	10	34.5
2000-2500	2	10.5	1	10	3	10.3
2500+	4	21.1	4	40	8	27.6
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Opportunity for further education

Table 5: Opportunity for further Education of Respondents

Opportunity for further education	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Yes	14	73.7	10	100	24	82.6
No	5	26.3	-	-	5	17.2
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Responding to the question whether respondents have the opportunity to further their education, it is illustrated in Table 5 that, a total of 14 respondents (73.7%) said yes they have an opportunity for further their studies as against 5 (26.3%) who said no. All the professional staff 10 (100%) responded in the affirmative that, there is an opportunity for further studies. Twenty-four (82.6%) of the total respondents of twenty-nine (29) said there is an opportunity for further studies whereas 5 (17.2%) said no. The Civil Service Scheme of Service states clearly that an employee under the service after three years and above of employment qualifies for a statutory study leave with pay or without pay. So those sub-professionals staff who responded “no” are ignorant of this condition of service.

Incentive Packages

The sub-professional staff responded to some questions on incentives available to them. Out of a total of nineteen (19) respondents, a count of 5 (26.3%) said there is the availability of car loan for staff, 2 (10.5%) said there is a residential facility and 12 (63.2%) indicated non-availability of any incentive package. This situation is illustrated in Table 6 below.

Table 6: Incentive Packages for Respondents (sub-professional)

Incentive Package	Frequency	Percentage
Car Loans	5	26.3
Residential Facility	2	10.5
Furniture Loan	-	-
Rent Subsidy	-	-
None of the above	12	63.2
Total	19	100

Source: Fieldwork, 2017

Tools and Functions

Table 7: Working tools and functions of Respondents (professional staff)

Tools and Function	Frequency	Percentage
Convenient	1	10
Inconvenient	-	-
Inadequate	9	90
Others specify	-	-
Total	10	100

Source: Fieldwork, 2017

From Table 7 above, the professional staff were asked how they can describe their working tools and functions. It was discovered that only 1 (10%) said the working tools and functions are convenient whilst 9 (90%) indicated the working tools and functions were inadequate.

Job Satisfaction

It is noted that job satisfaction and motivation of a worker go hand in hand to affect the quality of service rendered and shows the degree and level of performance and productivity. One begins to wonder though whether job satisfaction in itself has a one-dimensional or multidimensional construct. Researchers like Porter and Lawler (1968) stated that a worker is generally satisfied or dissatisfied with his job. In fact, satisfying factors motivate workers while dissatisfying factors prevent motivation. Motivational factors in the workplace result in the job satisfaction of a person whereas the protective ones dissatisfy him (Herzberg, F. B., et. al., 1959). It is upon these findings that the researchers wish to know the strategies that motivate the records staff to increase performance and productivity. Areas tackled are satisfaction with job, motivation to continue with job, conditions to motivate staff, comparison with other staff of other organisations.

Satisfaction with Job

The major issue under job satisfaction is whether sub-professional respondents are generally satisfied with their job at PRAAD.

Table 8: Satisfaction with Job of Respondents

Satisfied with job	Frequency	Percentage
Yes	14	73.7
No	5	26.3
Total	19	100

Source: Fieldwork, 2017

Out of a total of nineteen (19) respondents, 14 (73.7%) said they are satisfied with their job whilst 5 (26.3%) indicated they were not satisfied with their jobs at PRAAD. Those who said

they are not satisfied with their job gave several reasons some of which include: small allocation of budget to the department was the response from the Director and his two deputies, no incentives for working hard, the need to create incentives for workers, no risk and health hazards allowance, no market premium and no extra duty allowance.

Adequately motivated

Both the professional and sub-professional staff were asked whether they are adequately motivated to continue with the job.

Table 9: Adequately motivated by Respondents

Adequately Motivated	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Yes	8	42.1	2	20	10	34.5
No	11	57.9	8	80	19	65.5
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

It can be seen from Table 9 above that with the sub-professional staff, 8 (42.1%) said they are adequately motivated to continue with their job, 11 (57.9%) indicated they are not adequately motivated to stay in the job. Surprisingly only 2 (20%) professional staff said they are motivated to continue with the job whilst 8 (80%) indicated they are not adequately motivated to stay on the job. Out of twenty-nine (29) respondents, 10 (34.5%) said they are adequately motivated in their job whilst 19 (65.5%) said they are not adequately motivated in their job. These views from the findings show a likelihood of labour turnover as indicated by Pantouvakis and Bouranta (2013) that job satisfaction as a consequence of physical features and as an antecedent of interactive features.

Conditions to motivate staff

Both the sub-professional and professional staff were asked what conditions would motivate staff adequately in order to increase performance and productivity. There were different opinions which support Maslow's (1964) hierarchy of needs which recognises that there are differences in an individual's motivational content in a particular culture. Similarly, Cheng et al. (2013) concluded that there was evidence of moderating effects of age on the associations between psychological work conditions and health. Some of the issues from the findings were: The Director of PRAAD made it clear that "improved salaries and training of staff to uplift their professional work will be enough to motivate staff to give off their best", The Deputy Director (Records Management) gave his opinion that "regular training of staff will motivate them adequately to increase performance and productivity", The Deputy Director (Archives Division) said "a conducive work environment where tools and equipment are up to date and adequate conditions of service will motivate staff to give off their best", Having essential tools as the world is becoming electronic world, provision of risk allowance, extra duty allowance, increment in salaries etc., words of encouragement and a spirit of belongingness to all staff, Provision of working materials and its delivery on time.

Comparison with other staff in other organisations

Responding to the question as to what their feelings are when they compare their present work situation with their colleague outside PRAAD, both professional and sub-professional emphasised respectively that, they feel: sad because of poor conditions of service, bad because other workers outside PRAAD enjoy other benefits, bad because of lack of extra duty allowance and other allowances, pathetic, good and secured, bad because of poor pay and lack of other pension benefits. It is interesting to note that most of the professional staff compared PRAAD to other organisation such as Social Security and National Insurance Trust (SSNIT), Commercial Banks, Tema Oil Refinery (TOR), Internal Revenue Service (IRS), Customs, Excise and Preventive Service (CEPS) etc. whose staff perform similar duties carried out by them and so deserve same conditions of service or even better since they hold more professional qualifications in the records profession.

Making a comparison of one’s outcomes and inputs and taking decisions thereafter is based on Adams Equity Theory of motivation (Mullins, 2005). Perhaps staff who resign from PRAAD often make such comparison. When they feel cheated compared to their colleagues in other organisations in terms of productivity and performance they are forced to choose various options including quitting the department as in supportive view of Cole’s (1998) social comparison theory.

Productivity and Performance

Reward for hard work

The question of giving non-monetary rewards to workers has been identified as a positive motivator in many circles. Both the professional and sub-professional respondents were asked to indicate by “yes” or “no” if they are given rewards for working hard. As shown in Table 10 below, out of a total of nineteen (19) sub-professional records staff, 11 (57.9%) said “yes” they are rewarded for hard work and 8 (42.1%) said “no” they are not rewarded for hard work. Three (30%) of professional records staff said “yes” they are rewarded for working hard whilst 7 (70%) said “no”.

The observation indicates that, out of a total of twenty-nine (29) respondents, 14 (48.3%) said “yes” they are rewarded for hard work while 15 (51.7%) indicated “no” they are not rewarded for working hard.

Table 10: Reward for Hard work of Respondents

Reward for Hard work	Sub-Professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq	Percent.
Yes	11	57.9	3	30	14	48.3
No	8	42.1	7	70	15	51.7
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Form of Reward

The next issue was the form the reward takes. As shown in Table 11, various items such as promotion, the increment in salary, commendation and award of prizes were stated for selection for both the professional and sub-professional records staff.

The data in Table 11 shows that out a total of nineteen (19) sub-professional records staff, 12 (63.2%) chose promotion as the form of reward they obtain for working hard, 7 (36.8%) chose increment in salary whilst commendation and award of prizes did not attract any response. Also, out of ten (10) professional records staff, 9 (90%) chose promotion as the form of reward they receive for working hard and only 1 (10%) chose increment in salary. Commendation and award of prizes had no response.

Out of twenty-nine (29) respondents who participated in the study, 21 (72.2%) chose promotion as the form of reward they obtain for working hard whilst increment in salary as a reward for working hard had a response of 8 (27.6%). The possible explanation for this according to the professional records staff is the fact that, promotion comes anyway whenever the worker is due for it and not necessarily on the spare of the moment for any hard works done.

It is significant to note that items such as commendation and award of prize did not attract any response. This shows that staff are rarely given a pat on the shoulder when they perform hard work.

Table 11: Form of reward of Respondents

Form of Reward	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Promotion	12	63.2	9	90	21	72.4
Increment in salary	7	36.8	1	10	8	27.6
Commendation	-	-	-	-	-	-
Award of prize	-	-	-	-	-	-
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Satisfied with the level of Discipline

The professional staff were asked about their views on the level of discipline at PRAAD. The results are shown in Table 12 below:

Table 12: Satisfied with the level of Discipline

Satisfied with level of discipline	Frequency	Percentage
Yes	5	50
No	4	40
Indifferent	1	10
Total	10	100

Source: Fieldwork, 2017

From Table 12, it could be seen that only 1 (10%) respondent said he/she is indifferent. Five (50%) of the respondents said they are satisfied with the level of discipline while 4 (40%) indicated they are not satisfied with the level of discipline at PRAAD. Those who said “no” gave the following reasons for their answer: No clear-cut authority and responsibility, Reporting lines are not clear, Undue delays in the promotion of staff and unfavourable treatment, Staff are reluctant to take instructions and their performance has to be rated monthly.

Satisfied with Appraisal

Performance appraisal was also examined. As a crucial element in determining the performance of staff in any organisation, respondents, both professional and sub-professional were asked if they were satisfied with the appraisal report about them at the end of the year. From Table 13 below, the sub-professional records staff had a score of 18 (94.7%) who said they are satisfied with the appraisal report about them at the end of the year and only 1 (5.3%) said no. The professional respondents scored 6 (60%) in the affirmative that they are satisfied with the appraisal report at the end of the year whilst 4 (40%) said they are not satisfied with the appraisal report about them on yearly basis.

Majority of the respondents, twenty-four representing 82.6% answered in the affirmative while five representing 17.4% said they are not satisfied with the appraisal report about them at the end of the year.

Table 13: Satisfied with an appraisal of Respondents

Satisfied with Appraisal	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Yes	18	94.7	6	60	24	82.6
No	1	5.3	4	40	5	17.4
Indifferent	-	-	-	-	-	-
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Management strategies to motivate staff at PRAAD, Head Quarters

The study requested the professional staff to indicate whether or not management has strategies to motivate staff to increase performance and productivity as shown in table 14. It was revealed that 2 (20%) said no indicating Management does not have any strategies to motivate staff. Eight (80%) out of the ten (10) respondents were not aware that Management has a strategy to motivate staff whereas none of the respondents said yes to the question.

Table 14: Management Strategies to Motivate Records staff

Management Strategies to motivate staff	Frequency	Percentage
Yes	-	-
No	2	20
Not aware	8	80
Total	10	100

Source: Fieldwork, 2017

Respondents who said they are “not aware” gave the following reasons: Lack of foresight, innovation and apathy on the part of management, there are no incentives for staff to work very hard, there are no officially arranged mechanism to motivate staff to give off their best, workers depend only on their monthly salary and nothing else comes their way as incentive during the working month, working tools will be out of use for years before attention is drawn to it, no pension benefit apart from the Social Security and National Insurance Trust (SSNIT) contributions are given to retirees.

The Overall motivational level at PRAAD

Table 15: Overall Motivational levels of Respondents

Motivational Level at PRAAD	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Very high	-	-	-	-	-	-
High	2	10.5	1	10	3	10.3
Low	16	84.2	9	90	25	86.2
Very low	1	5.3	-	-	1	3.4
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

Responding to the question on overall motivational level, it was revealed in Table 15 above that, out of a total of nineteen (19) sub-professional records staff, 2 (10.5%) rated the motivational level

at PRAAD high, 16 (84.2%) rated it as low and 1 (5.3%) rated it as very low. One (10%) professional staff rated the motivational level at PRAAD high whilst 9 (90%) rated it as low.

It is clear that the general thinking among the majority of the respondents both professional and sub-professional was that, motivation was low. This is evidenced by the fact that 25 (86.2%) rated the motivational level at PRAAD low, 3 (10.3%) rated it as high and only 1 (3.4%) rated motivation level as very low. It was the hope of the majority of respondents that, the motivational strategies will be improved by current management in the near future.

Ratings of Records Staff own performance

Table 16: Ratings of Respondents own performance

Ratings of staff own performance	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Just getting along but can do more	3	15.8	1	10	4	13.7
Put in my best effort to work	15	78.9	9	90	24	82.7
Put in little effort	1	5.3	-	-	1	3.4
Not really utilised	-	-	-	-	-	-
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

The researcher asked the question, how the respondents would rate their own performance at work. From Table 16, it was discovered that the sub-professional respondents 3 (15.8%) said they are just getting long but can do more, 15 (78.9%) said they put in their best effort to work whilst only 1 (5.3%) indicated he/she puts in little effort.

On the other hand, out of the ten (10) professional staff, 1 (10%) said he/she is just getting along but can do more, 9 (90%) said they put in their best efforts to work. None indicated he/she put in little effort and not really utilised for both the sub-professional and professional staff.

It was discovered that 4 (13.7%) respondents said they are just getting along but can do more, 24 (82.7%) said they put in their best effort to work. Only 1 (3.4%) respondent indicated he/she puts in little effort whilst none indicated not really utilised.

Effects of motivation on records staff performance and productivity

It is the objective of every management to ensure increased productivity and performance of workers. One of the ways to achieve this is through motivation of workers be it professional or sub-professional class. But it is also important for the management to examine whether or not their workers think motivation is a factor to be considered in order to increase performance and productivity.

Table 17: Effects of motivation on Respondents performance and productivity

Effects of motivation On records staff	Sub-professional		Professional		Total	
	Freq.	Percent.	Freq.	Percent.	Freq.	Percent.
Positive	14	73.7	3	30	17	58.6
Negative	1	5.3	3	30	4	13.8
Don't know	4	20	4	40	8	27.6
Total	19	100	10	100	29	100

Source: Fieldwork, 2017

From the data collected in Table 17 above, the results show that fourteen (14) sub-professional staff indicated motivation has a positive impact on productivity and performance representing 73.7% of the total of nineteen (19). Only 1 (5.3%) sub-professional said otherwise and 4 (20%) do not know the effect.

On the part of the professional staff, four representing 40% do not know the effect whilst three indicated motivation has a positive effect on productivity and performance representing 30% of the total of ten (10). The same number of professional records staff also said otherwise.

Out of a total of twenty-nine respondents, 17 (58.6%) indicated that the motivational levels affect their performance and productivity positively whilst 4 (13.8%) indicated otherwise. Eight (27.6%) respondents indicated they do not know the effect of motivation on their performance and productivity

Summary of findings, Conclusion, and Recommendations

Summary of findings

It was found out that the overall motivational level of records staff is very low. The main course of employee's motivation is low salary and lack of incentive package. It was found out that Management of PRAAD are making some efforts to motivate staff but these efforts have not been noticed or effective to both professional and sub-professional staff. Staff regards a good salary, promotions, supervision, good conditions of service as instruments for motivation which can impact on their performance and productivity for a better service delivery. The greater majority of records staff earn incomes within the range of GH¢1,500 – 2,000 for both professional and sub-professional records staff. The analysed data also show that there is an inadequate tool for records staff to function effectively. In terms of job satisfaction, the study came out that majority of sub-profession staff are satisfied with their job but surprisingly they make comparison with their work situations with other workers with similar qualifications and status. Finally, both sub-professional and professional staff are satisfied with the kind of yearly appraisal report about them by their supervisors which ensures achievement of targets.

Conclusion

The study concluded that there were no motivational strategies put in place by the management of PRAAD which consequently had negative effects on the performance and productivity among records staff and a major cause of staff attrition rate.

Recommendations

The following are a number of recommendations, which the management of PRAAD and the Government should consider if they want strategies to motivate and satisfy records staff of PRAAD:

1. **Teamwork: Skillful Management**, form work groups when possible with the hope that peer pressure will induce high levels of performance. This has been shown as an effective means of motivational strategy because employees appear to be more concerned with living up to the expectations of fellow employees rather than the expectations of their bosses.
2. **Personal Involvement**: Employees who are given the free hand to lay down their own performance levels will usually try to meet their own expectations. It is important to have the worker make a verbal commitment regarding their anticipated achievement levels.
3. **Quality Management Recognition**: Collard (1993) recommends that “quality improvement of performance and productivity should always be at the forefront of everything that is done; continuously reinforced and developed by management through the systems, processes and organisation which make each improvement possible”.
4. **Rewards**: This type of strategy is based on the behaviour modification approach that workers will increase or repeat the desired work performance if they are given rewards (Geller, 2005). It is also hoped that poor performance will be eradicated once the subordinate comprehends the relationship between commendable performance and rewards.
5. **Setting Targets and Measurement of Improvement**: The setting of targets so as to work towards them can be said to be a major morale booster in the department. So it is essential for the department to set targets and make them known to employees that will guide them to improve their performance and productivity.
6. **The Government should recognise the mandate of PRAAD** as the only institution which is responsible for the preservation of the nation’s collective memory which is an important aspect of achieving good governance and sustainable development in the country. Therefore, the necessary budgetary allocations should be adequate for the department to undertake its functions effectively and efficiently.

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