

UNIVERSITY OF EDUCATION, WINNEBA

**PERCEPTION OF MOTIVATION PRACTICES OF MINING
COMPANIES ON EMPLOYEE MORALE: INSIGHTS FROM NEWMONT
GHANA GOLD LIMITED**



ELIZABETH ASENSO-AGYEMANG

2016

UNIVERSITY OF EDUCATION, WINNEBA

**PERCEPTION OF MOTIVATION PRACTICES OF MINING
COMPANIES ON EMPLOYEE MORALE: INSIGHTS FROM NEWMONT
GHANA GOLD LIMITED**

**A Project report in the Department of Educational Leadership Faculty of
Education and Communication Sciences submitted to the School of Graduate
Studies, University of Education, Winneba in partial fulfilment of the
requirements for award of the Master of Arts (Educational Leadership) degree.**

ELIZABETH ASENSO-AGYEMANG

7141770023

2016

DECLARATION

STUDENT'S DECLARATION

I, Elizabeth Asenso-Agyemeng, declare that this project report, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:.....

DATE:



SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of the project report as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: **PROF. FREDERICK KWAKU SARFO**

SIGNATURE:

DATE:

ACKNOWLEDGEMENTS

I wish to express my gratitude to all persons who worked tirelessly around the clock to ensure this project report come out successfully. I am highly honoured to have had Prof. Frederick Kwaku Sarfo, my supervisor, to have given me all the technical support, guidance and professional advice while writing this report. I am particularly thankful to Mr John Amekor for all his encouragement and financial support throughout this project writing period. I am thankful to my family members for their understanding. I thank my head of school, Mrs. Rita Boapem Kwateng for all the time she spared just so I could work on this project.

I am also indebted to those who contributed in many ways to the success of this report particularly, the management of Newmont Ghana Gold Limited and all the staff members who took time off their busy schedule to respond to the questionnaires. I am indebted to their time and valuable resources they put into the success of this project.

Finally my sincere gratitude goes to my MA course mate, one in the person of Miss Mercy Agbekor and also to my study group members for their dedication, advice and guidance throughout this programme.

DEDICATION

To my children; Philemon Offeh Odonkor Junior and Esther Nikita Odonkor.



TABLE OF CONTENTS

CONTENT	PAGE
DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
GLOSSARY/ABBREVIATIONS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	
1.1 Background to Study	1
1.2 Statement of the Problem	2
1.3 Research Objectives	3
1.4 Research Questions	3
1.5 Significance of Study	3
1.6 Scope of Study	4
1.7 Limitations of study	4
1.7 Organization of Study	5
CHAPTER TWO: LITERATURE REVIEW	
2.0 Introduction	6
2.1 Definition of Concepts	6
2.1.1 Employee	6
2.1.2 Employee Motivation	7

2.2	Theories of Employee Motivation	8
2.2.1	Equity Theory and Fairness	9
2.2.2	Expectancy Theory	9
2.2.3	Reinforcement Theory	11
2.2.4	Two-Factor Theory of Motivation	13
2.2.5	The Four-Drive Theory	14
2.2.6	Maslow's Hierarchy of Needs Theory	16
2.2.7	Theory Z of Ouchi	18
2.2.8	Theory X and Theory Y	20
2.3	Employee Motivation Techniques	23
2.3.1	Team-Building	24
2.3.2	Training	24
2.3.3	Targets, Rewards and Incentives	25
2.3.4	Money	25
2.3.5	Job Enrichment	26
2.3.6	Quality of Working Life (QWL) Programmes	27
2.3.7	Empowerment	28
2.3.8	Recognition Programme	28
2.3.9	Profit Sharing Programme	29
2.4	Overview of Occupational Health and Safety Issues in Ghana	29
2.5	The Link between Employee Motivation and Work Output	33



CHAPTER THREE: RESEARCH METHODOLOGY

3.0	Introduction	36
3.1	Overview of Company	36

3.2	Research Design	37
3.3	Population of Study	38
3.4	Sample Size and Sampling Technique	38
3.5	Data Collection Instrument	39
3.6	Data Collection Procedure	41
3.7	Data Analysis Technique	42
3.8	Ethical Considerations	42

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF RESULTS

4.0	Introduction	44
4.1	Demographics Characteristics of Respondents	44
4.2	Presentation and Discussion of Results on Research Question One	47
4.3	Presentation and Discussion of Results on Research Question Two	50
4.4	Presentation and Discussion of Results on Research Question Three	53

CHAPTER FIVE: SUMMARY OF RESULTS, CONCLUSION AND RECOMMENDATION

5.0	Introduction	57
5.1	Summary of Results	57
5.2	Conclusion	59
5.3	Recommendations	59
5.4	Suggestions for Further Studies	61

REFERENCES.....	63
------------------------	-----------

APPENDIX I: INTRODUCTORY LETTER	69
--	-----------

APPENDIX II: QUESTIONNAIRE	70
---	-----------

LIST OF TABLES

TABLE	PAGE
4.1.1: Age and sex Distribution of Respondents	45
4.1.2: Educational Level of Respondents	46
4.1.3: Working Experience of Respondents with Newmont	47
4.2.1: Employee Monetary Benefit Package	48
4.3.1: Views of Staff Concerning Expectations of Compensation Package	51
4.4.1: Opinions of Respondents on Effect of Non-Monetary Motivation Practices	54



LIST OF FIGURES

FIGURE	PAGE
2.1: Basic Expectancy Model	10



GLOSSARY/ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
GHS	Ghana Health Service
HIV	Human Immune Virus
ILO	International Labour Organisation
OHS	Occupational Health and Safety
PNDC	Provisional National Defence Council
QWL	Quality of Working Life



ABSTRACT

The objectives of the study were to: identify employee motivation practices of Newmont Ghana; determine extent to which the motivation practices meet the expectations of the employees of the company; and determine employee perception of the effect of non-monetary motivation practices on their morale. Existing literature on employee motivational practices helped generate questionnaire to collect data. Twenty items were pretested and appropriate corrections made to ensure the reliability of the instrument. Eighty staff members of the Ahafo division; Newmont Ghana Gold Limited; consisting of forty field and forty office staff were randomly selected as population. The instrument was then administered to the selected population, of which they were required to tick the options as appropriate to their situation. The application of descriptive statistics such as mean, and frequencies were used to explain the results. The results of the study revealed that majority of the motivation packages such as: personal health insurance; housing allowance; paid leave; opportunity for study leave; provident fund and loan support; and health insurance cover for some family members are enjoyed by all staff members, also a greater number of the office and field staff enjoy clothing, travel and overtime allowances, and a small number of field and office staff also enjoy car and fuel allowance although office staff dominate in this area. The next finding is that majority of the employees are not certain about how the motivation packages that they enjoy meet their expectations. Lastly the study revealed that majority of the employees perceive they are positively motivated by the non-monetary motivation practices. Therefore, the study recommends that the company should address how the employees view the motivation package systems through further research; leadership systems to work on employees drive needs to acquire and achieve,

bond and belong, challenge and comprehend, and define and defend; and constantly review the motivation packages in use.



CHAPTER ONE

INTRODUCTION

1.1 Background to Study

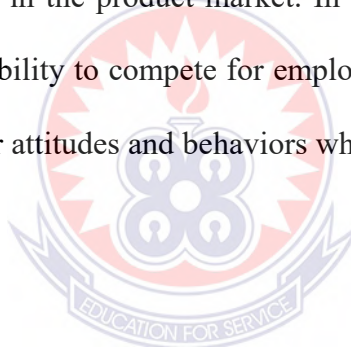
Baumeister and Voh (2004) posit that one of the most important factors that move every human being to achieve his or her goal is motivation. Indeed, motivation is that guiding principle that enables people to stay focused on the path of success regardless of the challenges that may be encountered. This includes personal as well as professional goals and targets. Many managers and researchers agree that it is necessary for organisations to keep employees motivated so that the objectives can be achieved. To retain good staff and to encourage them to give of their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise (Ali & Ahmed, 2009).

Current notions of employee motivation started to take roots in the 1960s and sought to tailor the work environment and incentive structures to harness as much as possible workers' untapped reserves of skills, ideas and other potential benefits to an organization (Carragher, Gibson & Buckley, 2006). Turner and Lawrence (1965) suggested that a motivating job must allow a worker to feel personally responsible for a meaningful portion of the work accomplished. It must also provide outcomes which have intrinsic meaning to the individual and finally it must provide the employee feedback about his or her accomplishment. Organizational psychologists have been wrestling with the question of the relationship between motivation and job performance for at least 50 years (Tsai et al., 2007). Some researchers have however put a considerable amount of effort into attempts to demonstrate that the two are positively related in a particular and

As organizations continue to face mounting competitive pressures, they seek to do more with less and do it with better quality. As goals for sales volume, profits,

innovation, and quality are raised, employment growth is often tightly controlled and in many cases, substantial cuts in employment have been made. To accomplish more with fewer employees calls for effective management of human resources. Typically, the employee compensation system plays a major role in efforts to manage human resources better (Gerhart, Minkoff & Olsen, 1994).

Employee compensation plays such a key role because it is at the heart of the employment relationship, being of critical importance to both employees and employers. Employees typically depend on wages, salaries, and so forth to provide a large share of their income and on benefits to provide income and health security. For employers, compensation decisions influence their cost of doing business and thus, their ability to sell at a competitive price in the product market. In addition, compensation decisions influence the employer's ability to compete for employees in the labour market (attract and retain), as well as their attitudes and behaviors while with the employer (Howard & Dougherty, 2004).



1.2 Statement of the Problem

Most employee motivation studies recorded in the motivation literature have focused on North American and European economies (see Khalid & Irshad, 2010; Ali & Ahmed, 2009; Tsai et al., 2007). Motivation researches with a bearing on developing economies are limited. The literature on motivation in the mining industry in West Africa and Ghana for that matter is fairly underdeveloped albeit the mining industry is very important for the economy of Ghana. Studies on employee motivation have tended to focus on the banking sector (see Yamoah, 2013), the Public Service (see Bonsu & Kusi, 2014), or the Civil Service (see Quartey & Attiodbe, 2013). The core research problem

of this study is therefore to fill a gap in the literature using Newmont Ghana Gold Limited as a case study.

1.3 Research Objectives

The overall objective of this study was to assess the motivational practices of Newmont Ghana Limited. Specifically, the research sought to:

1. identify employee motivation practices for various category of employees of Newmont Ghana;
2. determine extent to which the motivation practices meet the expectations of the employees of the company; and
3. determine the employee perception of the effect of non-monetary motivation practices on their morale.

1.4 Research Questions

The questions which guide this study are;

- 1) What are the employee motivation practices in use for the various categories of workers at Newmont Ghana Limited?
- 2) To what extent do the practices meet the expectations of employees?
- 3) What is the effect of employee perception of non-monetary motivation practices on their morale?

1.5 Significance of Study

Motivation researches with a bearing on developing economies are limited. The literature on motivation in the mining industry in West Africa and Ghana for that matter is fairly underdeveloped and this study represents one of the attempts at beginning to fill

this research gap. Additionally, the findings of this study could be a source of material for policy makers and practitioners in the mining industry of Ghana. Further, it is envisaged that this study can be harbinger that sparks research interest in motivation practices of mining companies in Ghana in particular and the West African Sub-region as a whole.

1.6 Scope of Study

The researcher has considerable time and financial resource constraints. Therefore, the study will be delimited to workers currently working in the Ahafo concession of Newmont Ghana Gold Limited. Again, there are many other mining companies in the country but for the same reasons mentioned above, the study is restricted to only Newmont Ghana. This study is done with the assumption that the responses elicited from the respondents are accurate and truly represent the real situation on the ground. In other words, the credibility of the conclusions of this research is hinged on the reliability of the information obtained in this study

1.7 Limitations of study

The researcher recognizes that the result may not necessarily reflect that of other workers of the company in the Akyem area concession. Another limitation of the research is that the sample size was quite small. This could affect the generalisation of the results. The reliability of the results in relation to other geographical location is also limited because differences in motivational practices that positively/ negatively affect employee morale could be associated to geographical location. The number of question items used could also be another limitation of the study. Motivational practices and employee morale are also closely linked with the kind of leadership style that exist an

organisation and the perception of the employees of that leadership. This is one of the major limitations of the study as the instrument used to collect the data did not touch on this area of motivation. Furthermore, personal biases of the researcher cannot be completely ruled out in the process of analysing and interpreting the data obtained in this study

1.8 Organization of Study

This study is organized into five major chapters. Chapter one is a general introduction which covers the background of the study, research problem, research objectives, research questions, significance as well as scope and limitations of the study. Chapter two of the study covers the relevant literature and context relating to the study, whereas the methodology for the study is presented in chapter three. It elaborates on the mode of data collection, sampling techniques as well as analytical techniques that were used in the study. Chapter four presents the findings of the study. Interpretation is given to data collected and discussions and analysis made. Chapter five ends the study by finally highlighting the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the theoretical and empirical issues relating to employee motivation. The section commences with definition of concepts after which theories of employee motivation are reviewed. Employee motivation techniques that are currently used by many organizations are also discussed in this section. Legal and policy issues relating to occupational health and safety are also discussed after which this chapter ended with a review of the link between employee motivation and work output.

2.1 Definition of Concepts

2.1.1 Employee

Hornby (2010) defined an employee as “a person who is paid to work for somebody”. The International Labour Organization elaborate this definition by stating that employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage etc on daily, weekly or monthly basis. In this study, employees refer to persons who are paid to work for Newmont Ghana Limited.

2.1.2 Employee Motivation

According to *Webster's New Collegiate Dictionary*, a motive is “something (a need or desire) that causes a person to act.” Motivate, in turn, means “to provide with a motive,” and motivation is defined as “the act or process of motivating.” Thus, motivation is the act or process of providing a motive that causes a person to take some action. In most cases motivation comes from some need that leads to behaviour that results in some type of reward when the need is fulfilled.

According to Vroom (1964), motivation refers to a process governing individual choices among different forms of voluntary activities. Robbins and Judge (2008) posited that motivation is the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal. This means that motivation determines how much efforts a person puts in his or her work, the direction to which those efforts are geared and a measure of how long a person can maintain effort.

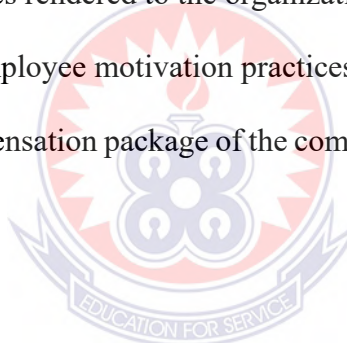
Halepota (2005) defines motivation as “a person's active participation and commitment to achieve the prescribed results.” Halepota further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results all the times.” According to Antomioni (1999), “the amount of effort people will be willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

The cited definitions shared some implicative commonalities. First, motivation is in-built in every human being and only needed to be activated or aroused. Second, motivation is temporal as a motivated person at one time can become de-motivated another time. Hence, individual motivation must be sustained and nourished after it has

been effectively activated. Third, the essence of individual motivation in management or an organizational setting is to align employees' behaviour with that of the organization.

According to Bernardino and Russel (1993), compensation has a great influence on the motivation of employees. Dessler, (2005) defines compensation as “all forms of payments or rewards given to employees which arise from employment”. Compensation is one of the basic reasons for employees to seek employment. Employees are compensated for their services and efforts they exert in their work. Milkovich & Newman (1999) also argue that compensation refers to “all forms of financial returns and tangible benefits that an employee receives as a part of an employment contract”. Chabra (2001) refers to Compensation as a wide range of financial and non-financial rewards given to employees for their services rendered to the organization.

In assessing the employee motivation practices at Newmont Ghana Limited, this study focuses on the compensation package of the company and how it influences overall employee motivation.



2.2 Theories of Employee Motivation

The compensation systems that business organizations adopt to achieve optimal performance of their employees are influenced by several theoretical constructs. Although it is recognized the type of pay systems and how effective they may be differing according to contingency factors such as business strategy, national culture, competitive environment, and employee characteristics (Gerhart, 1995) motivational theories are fundamental in shaping their form. Theories that influence employee compensation are discussed below;

2.2.1 Equity Theory and Fairness

Equity theory was propounded by John Stacey Adams (1963). The theory suggests that “employee perceptions of what they contribute to the organization, what they get in return, and how their return-contribution ratio compares to others inside and outside the organization,” determine how fair they perceive their employment relationship to be.

According to this theory, a person (P) compares his/her own ratio of perceived outcomes (O = pay benefits, working conditions) to perceived inputs (I = effort, ability, experience) to the ratio of a comparison other (O) – external inequity pay. If equity is perceived no change is expected in P's attitude but if inequity is perceived, it may cost P to restore equity through some of the following counterproductive ways: (i) reducing one's own input (that is, not working hard); (ii) increasing one's outcomes (such as by theft) or (iii) leaving the situation that generate perceived inequality (leaving the organization or refusing to work or cooperate with employees who are perceived as over rewarded).

The main implication of this theory for managing employee compensation is that to a large extent, employees evaluate their pay by comparing it with what others are paid, thereby influencing their attitude to work by such comparisons.

2.2.2 Expectancy Theory

The Expectancy Theory was pioneered by Vroom (1964). The theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other

words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards (Lunenburg, 2011).

Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. This influence how individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice. That is, people are free to choose those behaviours suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (example good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally.

The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence).

Figure 2.1: Basic Expectancy Model



Source: Lunenburg, 2011

Expectancy theory has some important implications for motivating employees. The model provides guidelines for enhancing employee motivation by altering the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences.

2.2.3 Reinforcement Theory

Reinforcement theory is based on the work of Ivan Pavlov in behavioural conditioning and the later work B.F. Skinner (1953) did on operant conditioning. In its simplest form the theory posits that a response followed by a reward is more likely to recur in the future. As an illustration, imagine that even though no one asked you to, you stayed late and drafted a report. When the manager found out, she was ecstatic and took you out to lunch and thanked you genuinely. The consequences following your good deed were favourable, and therefore you are more likely to do similar good deeds in the future. In contrast, if your manager had said nothing about it and ignored the sacrifice you made, you would be less likely to demonstrate similar behaviours in the future, or your behaviour would likely become extinct.

Reinforcement theory according to Beatty and Schneier (1975) describes four interventions to modify employee behaviour. Two of these are methods of increasing the frequency of desired behaviours while the remaining two are methods of reducing the frequency of undesired behaviours.

Positive reinforcement is a method of increasing the desired behaviour. Positive reinforcement involves making sure that behaviour is met with positive consequences. Praising an employee for treating a customer respectfully is an example of positive reinforcement. If the praise immediately follows the positive behaviour, the employee

will see a link between behaviour and positive consequences and will be motivated to repeat similar behaviours.

Negative reinforcement is also used to increase the desired behaviour. Negative reinforcement involves removal of unpleasant outcomes once desired behaviour is demonstrated. Nagging an employee to complete a report is an example of negative reinforcement. The negative stimulus in the environment will remain present until positive behaviour is demonstrated. The problem with negative reinforcement may be that the negative stimulus may lead to unexpected behaviours and may fail to stimulate the desired behaviour. For example, the person may start avoiding the manager to avoid being nagged.

Extinction occurs when a behaviour ceases as a result of receiving no reinforcement. For example, suppose an employee has an annoying habit of forwarding e-mail jokes to everyone in the department, cluttering up people's in-boxes and distracting them from their work. Commenting about the jokes, whether in favourable or unfavourable terms, may be encouraging the person to keep forwarding them. Completely ignoring the jokes may reduce their frequency.

Punishment is another method of reducing the frequency of undesirable behaviours. Punishment involves presenting negative consequences following unwanted behaviours. Giving an employee a warning for consistently being late to work is an example of punishment.

The implication for compensation management is that high employee performance followed by a monetary reward will make future high performance more likely. By the same token, high performance not followed by a reward will make it less likely in the future. The theory emphasizes the importance of a person actually experiencing the reward.

2.2.4 Two-Factor Theory of Motivation

The Two-Factor theory of motivation is a need based theory of motivation which was propounded by Frederick Herzberg (1968). Frederick Herzberg approached the question of motivation in a different way. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them. Herzberg labelled factors causing dissatisfaction of workers as “*hygiene*” factors because these factors were part of the context in which the job was performed, as opposed to the job itself. Hygiene factors included company policies, supervision, working conditions, salary, safety, and security on the job.

To illustrate, imagine that you are working in an unpleasant work environment. Your office is too hot in the summer and too cold in the winter. You are being harassed and mistreated. You would certainly be miserable in such a work environment. However, if these problems were solved (your office temperature is just right and you are not harassed at all), would you be motivated? Most likely, you would take the situation for granted.

In contrast, “*motivators*” are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg’s research, motivators are the conditions that truly encourage employees to try harder. The Two-Factor theory of motivation is important because it points out that improving the environment in which the job is performed goes far in motivating employees.

2.2.5 The Four-Drive Theory

The four-drive theory was recently proposed by two Harvard Business School professors, Paul Lawrence and Nitin Nohria (2002), emanating from the review of their current research identified four main drives that seem applicable to almost everybody.

According to Hill and McShane (2006), four-drive theory is a motivation theory that depends on the natural drives to acquire, learn, bond and defend. The drive theory identifies four drives with which employees are motivated to work hard to achieve organizational goals. These are the drive to acquire, the drive to bond, the drive to learn and the drive to defend in the organization or business setting.

The drive to acquire, according to the authors, is the basis for competition as well as the basis for individual's need for self-esteem in that it combines the drive to aspire, control and maintain focus and self-experiences in the workplace. The drive to acquire extends beyond the basic necessities in life, which includes food and water as well as the desire for relative status and recognition in the society. This means that the drive to acquire among employees or subordinates is necessitated by sustained efforts or through environmental forces that enable workers to have the needed will to achieve in the workplace surroundings. The drive to bond motivates employees to collaborate and eventually becomes a necessary impetus for the success of organizations and societal development. Thus, if management recognizes the drive-to-bond aspect of individual needs, it is likely to motivate employees for the company to reach its objectives.

The drive to bond indicates the drive to have a friendly relationship and have common mutual care and obligation with each other in the workplace. In recent research considerations are that individuals devote considerable amount of time and considerable energy in forming and maintaining social relationships with no specific conditions or any negative reasons.

Hill and McShane (2006) drive-to-learn approach recognizes that in order to achieve or satisfy an individual's curiosity, have fair knowledge and understanding of the individual's own personality and the surrounding environment, there is an experience of tension that motivates the employee to close the information gap. The drive to learn is in relation to self-actualization needs which represent the need for fulfilment.

The drive to defend goes beyond protecting friendship, personal acquisitions and the system of belief that exists in an individual as the drive to defend is most often a reactive state which is caused by danger, but all the other three drives are proactive.

The four drive theory states that all these four drives are a complete set and as no other innate drives are excluded from the model as all the drives apart from the drive to defend are proactive, which means that individuals aim at identifying and exploiting opportunities by taking action against a probable problem and threats.

Hill and McShane (2006) assert these four drives motivate individuals through the human brain as the brain makes use of these four drives to immediately judge and allow feelings of information received via the human senses. A typical example could be that an employee has learnt that the manager has been elevated to the next level in the organization and someone outside the organization has been appointed to occupy the vacancy. This obviously causes emotions of worry and curiosity as the drive or desire to defend creates worry about how the new supervisor will have an effect on the work routine, whereas the drive to learn produces curiosity of the new supervisor.

In the application of the four-drive theory, managers should make certain that employees' activities and workplaces offers a stable prospect to conform to the drives to acquire, bond, learn and to defend in the organization. This imply that people in the workplace need to systematically fulfil all the four drives and in this organization employees who are extremely or highly motivated produce an environment in the workplace where all the drives have an equal opportunity of being sustained. Again, with effective implementation of the four-drive theory, all the drives should be made equal, thus companies should prevent too much or too little opportunity to fulfil a drive at the cost of other drives. An organization that energizes the drive to acquire without the drive to bond may in the course of time be affected by organizational politics and conflicts in the organization.

It is abundantly clear from the above discussion on the theories of employee motivation that there is no "grand theory" which captures all the various facets of motivation. In other words, no single theory adequately and exhaustively addresses all the issues surrounding employee motivation. In this regard, a typical employee compensation package is expected to be influenced by what many of these theories propose.

2.2.6 Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his (1943) paper of *Theory of Human Motivation* in Psychological Review. Maslow subsequently extended the idea to include his observation of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms "physiological", "safety", "love/ belonging", "esteem", and "self-transcendence"

to describe the pattern that human motivations generally move through. Maslow's theory was fully expressed in his (1954) book *motivation and personality*.

Maslow's hierarchy of needs is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization and self-transcendence at the top.

Physiological needs are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly and will ultimately fail. Psychological needs are thought to be the most important; they should be met first.

Once a person's physiological needs are relatively satisfied, their safety needs take precedence and dominate behaviour. Safety and security needs include: Personal security, financial security, health and well-being and safety net against accidents/ illness and their adverse impacts.

Love and belonging follows after physiological and safety needs are fulfilled. The third and human needs is interpersonal and involves feelings of belongingness. This needs include: friendship, intimacy and family. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless if these groups are large or small.

All humans have the need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted valued by others. People often engage in a profession or hobby to gain recognition. The activities give the person a sense of contribution or value.

"what a man can be, he must be". This the quotation that forms the basis of the perceived need for self-actualization. This level of need refers to what a person's full potential is and the realization of that potential. Maslow describes this level as the desire to accomplish that one which can do, to become the most that one can be.

2.2.7 Theory Z of Ouchi

Theory Z of Ouchi is Dr. William Ouchi's so-called "Japanese Management" style became very popular during the Asian economic boom of the 1980s. For Ouchi, the Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction.

Japan was known for the highest productivity anywhere in the world by the 1980s. The word "wa" in Japanese can be applied to Theory Z because they both deal with promoting partnerships and group work. The word "wa" means a perfect circle of harmony, which influences Japanese society to always be in teams and to come to solution together. Promoting Theory Z and the Japanese word "wa" is how the Japanese economy became so powerful. Also, because the Japanese show a high level of enthusiasm to work, some of the researchers claim that 'Z' stands for 'zeal'

Ouchi wrote a book called *Theory Z How American Business Can Meet the Japanese Challenge* (1981), in this book; Ouchi shows how American corporations can meet the Japanese challenges with a highly effective management style that promises to transform business in the 1980s. The secret to Japanese success, according to Ouchi, is not technology, but a special way of managing people. "This is a managing style that focuses on a strong company philosophy, a distinct corporate culture, long-range of staff development, and consensus decision-making" (Ouchi, 1981). Ouchi shows that the results show lower turn-over, increased job commitment, and dramatically higher productivity.

Just like McGregor's theories, Ouchi's Theory Z makes certain assumptions about workers. Some of the assumptions about workers under this theory include: the

relationships with those that they work with, as well as the people that work for them. Also, Theory Z workers have a high need to be supported by the company, and highly value a working environment in which such things as family, cultures and traditions, and social institutions are regarded as equally important as the work itself. These types of workers have a very well developed sense of order, discipline, a moral obligation to work hard, and a sense of cohesion with their fellow workers. Finally, Theory Z workers, it is assumed, can be trusted to do their jobs to their utmost ability, so long as management can be trusted to support them and look out for their well-being (Massie & Douglass, 1992)

One of the most important pieces of this theory is that management must have a high degree of confidence in its workers in order for this type of participative management to work. This theory assumes that workers will be participating in decisions of the company to a great degree. Ouchi explains that the employees must be very knowledgeable about the various issues of the company, as well as possessing the competence to make those decisions. He also points out; however, that management sometimes has a tendency to underestimate the ability of the workers to effectively contribute to the decision-making process (Bittel, 1989). In view of this, Theory Z, stresses the need for the workers to become generalists, rather than specialists, and to increase their knowledge of the company and its processes through job rotations and constant training. In fact, promotions tend to be slower in this type of setting, as workers are given a much longer opportunity to receive training and more time to learn the procedures of the company's operations. The desire, under this theory, is to develop a work force, which has more loyalty towards staying with the company. It is expected that once an employee does rise to a position of high level management, they will know a

great deal more about the company and how it operates, and will be able to use Theory Z management theories effectively on the newer employees (Luthans, 1989, p. 36).

2.2.8 Theory X and Theory Y

Theory X and Theory Y are theories of human motivation and management. They were created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s. These theories describe two contrasting models of workforce motivation applied by managers in human resource management, organizational behaviour, organizational communication and organizational development. According to the models, the two opposing sets of general assumptions of how workers are motivated form the basis for two different managerial styles. Theory X stresses the importance of strict supervision, external rewards, and penalties: in contrast, Theory Y highlights the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision.

Theory X is based on pessimistic assumptions of the average worker. This management style supposes that the average employee has little to no ambition, shies away from work or responsibilities, and is individual-goal oriented. Generally, Theory X style managers believe their employees are less intelligent than the managers are, lazier than the managers are, or work solely for a sustainable income. Due to these assumptions, Theory X concludes that the average workforce is more efficient under "hands-on" approach to management. The 'Theory X' manager believes that all actions should be traced and the responsible individual given a direct reward or a reprimand according to the action's outcomes. This managerial style is more effective when used in a workforce that is not intrinsically motivated to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform

repetitive tasks. According to Douglas McGregor, there are two opposing approaches to implementing Theory X: the "hard" approach and the "soft" approach. The hard approach depends on close supervision, intimidation, and imminent punishment. This approach can potentially yield a hostile, minimally cooperative work force that could harbour resentment towards management. The soft approach is the literal opposite, characterized by leniency and less strictly regulated rules in hopes for high workplace morale and therefore cooperative employees.

Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real world application. Instead, McGregor feels that somewhere between the two approaches would be the most effective implementation of Theory X. Overall, Theory X generally proves to be most effective in terms of consistency of work. Although managers and supervisors are in almost complete control of the work, this produces a more systematic and uniform product or work flow. Theory X can also benefit a work place that is more suited towards an assembly line or manual labour type of occupation. Utilizing theory X in these types of work conditions allow the employee to specialize in a particular area allowing the company to mass produce more quantity and higher quality work, which in turns brings more profit.

"Theory Y is almost in complete contrast to that of Theory X". Theory Y managers make assumptions that people in the work force are internally motivated, enjoy their labor in the company, and work to better themselves without a direct "reward" in return. Theory Y employees are considered to be one of the most valuable assets to the company, and truly drive the internal workings of the corporation. Also, Theory Y states that these particular employees thrive on challenges that they may face, and relish on bettering their personal performance. Workers additionally tend to take full responsibility

for their work and do not require the need of constant supervision in order to create a quality and higher standard product. Because of the drastic change compared to the "Theory X" way of directing, "Theory Y" managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching based relationship. As a result, Theory Y followers may have a better relationship with their higher ups, as well as potentially Theory Y having a healthier atmosphere in the work place.

In comparison to "Theory X", "Theory Y" adds more of a democratic and free feel in the work force allowing the employee to design, construct, and publish their works in a timely manner in co-ordinance to their work load and projects. A study was done to analyze different management styles over professors at a Turkish University. This study found that the highly-supervised Theory X management affected the research performance of the academics negatively. In general, the study suggests that the professional setting and research based work that professors perform are best managed with Theory Y styles. While "Theory Y" may seem optimal, it does have some drawbacks. While there is a more personal and individualistic feel, this does leave room for error in terms of consistency and uniformity. The workplace lacks unvarying rules and practices, and this can result in an inconsistent product which could potentially be detrimental to the quality standards and strict guidelines of a given company. For McGregor, Theory X and Y are not opposite ends of the same continuum, but rather two different continua in themselves. In order to achieve the most efficient production, a combination of both theories may be appropriated. This approach is derived from Fred Fiedler's research over various leadership styles known as the contingency theory. This theory is based on 3 dimensions: Leader-member relationship, degree of task structure, and the leader's position power.

According to the contingency theory, it is likely that a manager will need to take both approaches depending on the evolving circumstances, and internal and external locus of control throughout their workforce. Choosing the management style people with a strong internal focus of control (personality) believe outcomes in their life develop primarily from their own actions and abilities, as a result they are task-oriented and spend little time building relationships among peers (Theory X). People with strong external focus of control believe outside factors are the primary influence on the outcomes in their life, therefore, they are relationship oriented and focus on building relationships among peers (Theory Y).

For example, when completing a project, an internal focus of control manager may use their rank as a factor to lead a workforce and focus on the group's ability and skills to achieve the best outcome, however, an external focus of control, manager will use their relationship formed with a workforce to lead the group and focus on the workforce's moral and self-satisfaction to achieve the best result.

McGregor's management theories closely relate to Maslow's hierarchy of needs. McGregor agreed with Maslow that self-actualization is the highest level of human need that ought to be achieved, this reflects his bias for promoting Theory Y management which emphasizes self-motivation. With the adoption of Theory Y practices, managers can create an environment where workers can achieve their highest needs of esteem and self-actualization. Because of the close supervision, Theory X managers adopt, these types of workers tend not to feel autonomous or have self-direction, and therefore workers are typically not motivated to achieve higher level needs.

2.3 Employee Motivation Techniques

Perhaps one of the most effective ways of motivating a team is to ensure that they understand and appreciate the aims of an organisation and are supported by their

managers in working towards the achievement of those aims. There are a range of motivational techniques that can be used to improve productivity, reduce workplace stress and increase self-confidence. There are a number of ways of inspiring and motivating a team; they are as follows.

2.3.1 Team-Building

Despite mixed feelings about team-building activities, the fact that they encourage people to work together outside the office environment can be a definite advantage. They can encourage healthy competition and give each member of staff the opportunity to be on the winning team. Improving team relationships can result in increased productivity and morale, and can lead to a much happier and healthier working environment. Such exercises can also help in the resolution of pre-existing issues within the team. It is important that all team-building exercises are carefully balanced to ensure that they do not play to the particular strengths, or weaknesses, of employees but are designed instead to give everybody a chance of success (Koontz and Weihrich, 1990; Robbins, 1998).

2.3.2 Training

People can be taught to become more motivated by showing them how to deconstruct tasks and challenges, and how to feel less intimidated by their job roles. Demonstrating to them how to cope in the workplace can lead directly to improved motivation (Daniel, 2001).

2.3.3 Targets, Rewards and Incentives

It is generally accepted that having targets to work towards, as long as they are realistic, is one of the most effective ways of improving performance. Hitting targets improves morale and self-confidence but remember that those who consistently underachieve will end up feeling demotivated. Target achievement can be rewarded not only with financial incentives but perhaps with the offer of increased responsibility or even promotion. Different people are motivated by different things so it is important to make sure that you offer the right incentives to the right member of the team. Motivating a team is always easier if you fully understand that they may not necessarily be motivated by the same things as you.

The most effective teams are those that feel valued and supported but also feel that they are progressing and developing through the completion of challenging tasks. If a team understands company's objectives, they are much more likely to want to work harder towards their achievement. Also, most people tend to respond well to being given the opportunity to make decisions and take on additional responsibilities. Whatever motivational techniques work the best, it is always important to ensure that your team feels it is making a valuable and positive contribution (Koontz & Wehrich, 1990; Daniel, 2001; Kelly, 2010).

2.3.4 Money

Whether in the form of wages, piecework (getting paid for units produced at a certain quality level) or any other incentive pay, bonuses, stock options, company-paid insurance, or any of the other things that may be given to people for performance, money is important; it could also mean status or power. For some people money, will always be of the utmost importance, while for others it may never be. It is probably quite true that

in most kinds of businesses and in enterprises money is used as a means of keeping an organisation adequately staffed and not primarily as a motivator. People in various positions, even though at a similar level, must be given salaries and bonuses that reflect their individual performances. The way to ensure that money has meaning, as a reward for accomplishment and as a way of giving people pleasure from accomplishment, is to base compensation as much as possible on performance (Koontz and Wehrich, 1990; Edwin, 1993).

Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success.

2.3.5 Job Enrichment

According to Koontz and Wehrich (1990), this is the attempt to build into jobs a higher sense of challenge and achievement. A job may be enriched in variety, by giving workers more freedom in deciding about such things as work methods, sequence, and pace or the acceptance or rejection of materials; giving workers a feeling of personal responsibility for their tasks; taking steps to make sure that workers can see how their tasks contribute to a finished product and the welfare of an enterprise; involving workers in the analysis and change of physical aspects of their work environment, such as layout of the office or plant temperature, lightening and cleanliness.

The work itself can motivate employee behaviour. If the conditions for the work are attractive and creative (Cuendet, 1996) and the responsibilities are constantly renewed by the management, employees will be motivated. Such an example is job enrichment that provides employees with more variety and responsibility in their jobs. Employees gain new skills and get a better understanding about the organization. Job can be enriched by allowing the employees some authority in decision making, encouraging their participation, providing feedback on their performance, and involving them in analysis of challenging tasks.

2.3.6 Quality of Working Life (QWL) Programmes

These programs as described by Koontz and Wehrich (1990) and Bateman and Snell (2004) create a workplace that enhances employees' wellbeing and satisfaction. The general goal of QWL programs is to satisfy a full range of employees' needs. People's needs are divided into eight categories: Adequate and fair compensations, safe and healthy environments, jobs that develop human capacities, chance for personal growth and security, social environment that fosters personal identity, freedom from prejudice, sense of community, and upward mobility, constitutionalism, or rights of personal privacy, dissent and due process, work role that minimises infringement on personal leisure and family needs and socially responsible organisational actions. QWL programs mean much more than each person's quantity of work output. It also indicates turnover, absenteeism, accidents, theft, sabotage, creativity, innovation and especially the quality of work.

2.3.7 Empowerment

Employee empowerment is a process by which individual or group capability is improved to enable them to take fruitful decisions. Many organizations today are using employee empowerment as a motivational technique to increase its productivity. Through empowerment employees get the opportunity to attain intrinsic rewards from their work, such as a greater sense of achievement and a feeling of importance. Motivated employees give more effort to attain organizational as well as their own goal. When decisions require task-specific knowledge, those on the front line can better identify problems. In such situation empowerment works well (Rounok & Parvin, 2011).

2.3.8 Recognition Programme

Wiley (2012) conducted a research showing that employees are more motivated when they are given the chance to express their own opinions and be listened to by their employers. According to Scheerer, (cited in Todd, 2001), he said that recognition program is a self-esteem builder as well as motivator to encourage employees in an organization. Recognition program is an effective way to deliver positive message and motivate employees. Fuhrmann (2006) mentioned that recognition can be a very powerful motivational technique in order to influence employees' performance toward the organization. Thus, recognition program focuses on encouraging employees' working behaviour and increases their self-esteem so that they will continue to work harder.

Longenecker (2011) showed that a compliment can be a great way to establish employees' performance expectation and providing feedback to them, for example, a simple thank you note or just saying well done to employees by acknowledging them are the purposes of a recognition program that has been demonstrated by Kim (2006). It is

very meaningful for employees if they feel that their employers appreciate their hard work and affirm their working ability. Burton (2012) emphasized that employees should be given a stellar job instead of reward for a good effort. Besides that, it is also important to recognize and give complement to those employees who work behind the scenes. Without these types of employees, the organization would not be operating successfully.

2.3.9 Profit Sharing Programme

Profit sharing program is a common practice in service sector because it is about the performance of an individual's participation by promoting their organization's product well and receives commission based on their results. Durant (2006) suggested that employees' participation in organizational processes will lead to higher satisfaction and greater commitment to their organization. Employees' active participation is an effective way to motivate employees, because the more profit the company makes, the more commission the employees will receive. Profit sharing program can make the employees feel that they are part of the business and stay loyalty in the organization. Thus, employees will work harder and efficiently in order to earn more money for their living expenses.

2.4 Overview of Occupational Health and Safety Issues in Ghana

The theories of employee motivation have suggested that the working environment of employees is important for their motivation. Issues of health and safety in the mining industry are of great concern for many. In this regard, this section focuses on the policy and legal issues relating to occupational health and safety.

The current situation of Ghana regarding OHS is typical for a lot of African countries. Ghana as a nation still has no national policy on OHS. A draft occupational services

policy jointly developed by the Ministries of Manpower Youth & Employment, Health and Lands, Forestry & Mines as far back as the year 2000 is yet to be adopted. The governments of Ghana, past and present, have not shown any political will, commitment and support for bold occupational health and safety policies. This is evident in the fact that out of over 70 conventions/recommendations of the ILO that are OHS related, only ten have been ratified by the government of Ghana (i.e., Conventions 45, 81, 89, 90, 103, 115, 119, 120, 147 & 148).

Surprisingly the four core conventions on occupational health and safety (i.e., Conventions 155, 161, 170 and 174) have all not been ratified. Though the recently promulgated labour Act 2003, Act 651 has a section which covers OHS (i.e., Section 15), it is amazing that the very tenets on which the section is built (i.e., ILO Conventions 155 and 161) have not been ratified by the government as yet. Indeed, the ratification of ILO conventions cannot be said to be the panacea to the numerous OHS issues that confront today's organisations. However, it sends a strong and clear message to investors and employers that the country attaches some importance to issues of OHS. This kind of message is bound to reflect in their commitment and approach towards OHS when in operation. The reverse is also a possibility (Amponsah-Tawiah & Dartey-Baah, 2008).

Two main statutes have informed the execution of OHS in Ghana. These are the Factories, Offices and Shops Act 1970, Act 328 and the Workmen's Compensation Law 1987, PNDC Law 187. The main provisions of the Factories Offices and Shops Act 1970 concerns improvements necessary to attain internationally accepted standards of providing for the safety, health and welfare of persons employed in factories, offices, shops, dock work and construction. Missing in the coverage of industries under the Act is the vast majority of industries including agriculture, and most of the organisations under the informal sector. Provisions in the Act are also very limited in scope providing

inadequately for prevention. Preventive strategies like risk assessments, medical surveillance and control of hazards are not for instance catered for in the Act.

Also, missing in the Factories Offices and Shops Act are standards against which services will be measured. The lack of uniform standards against which organisations could be evaluated has resulted in factory inspectors assuming a lot of discretionary powers and falling to the temptation of abuse of power. Apart from the Radiation Protection Convention, 1960 (No. 115) ratified in 1961, there are no regulations and rules for certain classes of hazardous work situations such as agriculture, construction and others. This makes it more difficult for employers to comply with laws and further add to the discretionary powers of inspectors (Puplampu & Quartey, 2012).

The Workmen's Compensation Law 1987 provides for the payment of cash compensation by an employer to an employee in the event of injury resulting from accident on the job and in the event of death, payable to dependants through the courts. The question that many have asked in the past and continue to ask is: what amount of money can compensate for the loss of a limb or at worst a loved one? Compensations as prescribed by the Workmen's Compensation Law bear no relation to the level of risk to which workers are exposed. In fact, the prosecution and court processes associated with compensation cases are laborious and time consuming for the meagre amounts prescribed by the laws. This may imply that laws are not just a cosmetic decoration for employers but somewhat unnecessary (Amponsah-Tawiah & Dartey-Baah, 2008).

Some organisations in Ghana still operate under the assumption that the protection of limb and life should be a reason sufficient enough for workers to behave safely. Hence, they tend to trample flagrantly on the rights of employees by not providing adequate health and safety protection. Indeed, many are the organisations that operate under the assumption that the provision of personal protective equipment is sufficient to

prevent occupational accidents. Other statutes that have bearing on OHS in Ghana are the Mining Regulations 1970, LI 665, the Environmental Protection Agency Act 490, 1994, the Ghana Health Service and Teaching Hospitals Act 526, 1999, Ghana Aids Commission Act 613, 2002 and the Labour Act 651, 2003.

Facilities for providing occupational health services in Ghana consist basically of government and private and faith based health facilities in the communities. However, a few companies have their own facilities that cater for the health and safety needs of their employees. Services provided by the existing facilities are very limited as compared to those prescribed by the ILO Convention No. 161 on Occupational Health Services. Primary medical care is the norm with the provision of basic curative care and first aid becoming the order of the day. With the exception of a few multinational companies who undertake comprehensive preventive occupational activities, (i.e., medical surveillance, risk assessment, worker education on HIV/AIDS prevention programmes) these are grossly lacking in the country.

The key staff represented in the country's occupational health services are the typical health care workers found in health institutions (i.e., doctors, nurses, and paramedics). Seriously lacking in the country are professionals specifically trained in the area of occupational health. Records from the Ghana Health Service (GHS) indicates that as at 2007 there were only four occupational health physicians, one occupational health nurse and 34 trained factory inspectors (GHS, 2007). The situation is further compounded by the absence of institutions that offer the requisite training programmes in the area. The School of Public Health at the University of Ghana, which was established in 1994 with the mission to train public health practitioners who will be leaders and change agents for health development in Ghana in particular and in the wider African context is still struggling to institute an occupational health programme.

In summary, OHS in Ghana is plagued by Lack of comprehensive OHS policy, poor infrastructure and funding, insufficient number of qualified occupational health and safety practitioners, and the general lack of adequate information.

2.5 The Link between Employee Motivation and Work Output

Another string of empirical literature has studied the effects of employee motivation on their work output and organizational performance. For instance, Wekesa & Nyaroo (2013) studied the effect of compensation on performance of public secondary school teachers in Eldoret Municipality of Kenya. Their study was conducted through a survey by administering questionnaire to teachers and headmasters in selected schools. Their study showed that fair compensation has effect on public secondary school teachers' performance because the compensation policy currently in place demoralizes the teachers, does not enhance task performance and negatively affects the productivity of teachers in the school.

Bonsu & Kusi (2014) studied the effect motivation on job performance of District Assemblies Workers in the Ashanti Region of Ghana. Using the Atwima Nwabiagya District Assembly as a case study a survey was conducted by administering questionnaire. Their results showed that employees prefer higher salaries as a main incentive to higher job performance. They further showed that 40% of the employees were de-motivated due to poor working conditions.

Quartey and Attiogbe (2013) examined the relationship between compensation and job performance in the public-sector organization in Ghana using the Ghana Police Service. Using an exploratory and quantitative research design, a multi-stage sampling procedure was used to select 200 police personnel from the Ghana Police Service. A structured questionnaire was used to collect data. With a 100% response rate, the data

were analysed using the descriptive and inferential statistics such as multi-linear regression, mean scores and standard deviations. At a 95% level of significance, the multi-linear regression results found a moderately positive link between compensation packages and job performance. Therefore, their study affirms a positive relationship between compensation and job performance in the public service.

The relationship between compensation and employee productivity in Ghana's banking industry was studied by Yamoah (2013). Using case study approach, a descriptive survey was carried out to collect data from employees of Ghana Commercial Bank in the Greater Accra Region of Ghana. Data was analysed in terms of descriptive statistics. Pearson chi square was used to test the significance of relationship between employee compensation and productivity. The author found that there is a significant relationship between compensation and productivity in Ghana's banking industry.

Afful-Broni (2012) examined the relationship between motivation and job performance of staff at the University of Mines and Technology, Tarkwa, in Ghana and the leadership lessons to be derived. A sample of 200 respondents comprising 40 senior members, 60 senior staff and 100 junior staff was employed using the purposive and simple random sampling methods. The study was guided by four research questions, and a self-developed four-point Likert structured questionnaire was the main instrument used in collecting data. Data collected was analysed with descriptive and inferential statistics. The study found that low monthly salaries and the general lack of motivation were the major factors that reduce morale for high performance at the University.

An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. A total of 220 questionnaires were distributed and filled by employees of different sectors of the country's economy. The results showed that there exists a significant ($r=0.13$, $p<0.05$) relationship between

recognition and employee work motivation (Khalid and Irshad, 2010). Another study was conducted in Pakistan by Ali and Ahmad (2009) to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation.

In another study carried out by Camilleri (2007), he based his research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators. The author made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work, Camilleri (2007) concluded that organization that satisfies both extrinsic and intrinsic factor of workers get the best out of them.

The review of the literature on issues relating to employee motivation in Ghana and other parts of the world has shown that literature on employee motivation in the mining sector is conspicuously missing. In this regard, this study is intended to fill the gap in the literature.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains into detail the method used in gathering and analysing the data for this study. It also describes the procedures followed in realizing the goal and the objectives of the research. Methodology basically refers to the science of finding out (Babbie, 2005). It involves the study of methods and also raises questions about what is possible for researchers to know and how valid their claims to knowledge might be (Fisher, 2007). The discussion in the chapter falls under the following sub headings;

- i. Overview of company
- ii. Research design
- iii. Population of study
- iv. Sample size and sample technique
- v. Instrument
- vi. Data collection procedure
- vii. Data analysis techniques
- viii. Ethical considerations



3.1 Overview of Company

Newmont Mining Corporation, one of the leading gold mining companies in the world operates in five continents. Through its acquisition of Normandy Mining in 2002, it added to its assets, two concessions in Ghana, the Ahafo and Akyem areas. The company born through the acquisition was named Newmont Ghana Gold Limited and the Ahafo concession area which saddles two districts – the Asutifi North and Tano Districts in the Brong Ahafo Region of Ghana has now moved from exploration through

feasibility assessments into full scale development and production. Newmont began active mining on the Ahafo and Akyem projects in January 2006 and September 2011 respectively.

In line with its social responsibility, even before the Ahafo project commenced gold production, Newmont was already contributing to the Ghanaian economy. The company has both skilled and unskilled employees with different nationalities, race and colour. Its commitment to the local communities is to train the unskilled youth to help develop skills needed to work in various aspects of mine development and other industrial concerns in the mine concession area.

3.2 Research Design

According to Burns and Grove (2003) research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. Parahoo (1997) also defines research design as a plan that describes how, when and where data are to be collected and analyzed. Research design is defined by van Wyk (2009) as the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research.

The function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible. As an illustration, before a builder or architect can develop a work plan or order materials they must first establish the type of building required, its uses and the needs of the occupants. The work plan flows from this. Similarly, in social research the issues of sampling, method of data collection (e.g. questionnaire, observation, document analysis), design of questions is all subsidiary to the matter of 'What evidence do I need to collect?'

The research design employed in the study was a descriptive survey. The selection of a survey design is very much related to the aims and objectives of the study in hand (Burton, 2000). Burton (2000) describes surveys as ways of producing information to describe, compare, and predict attitudes, opinions, values and behaviour based on what people say or see. The descriptive survey will help to understand and interpret the outcomes of the perception of motivation practices on employee morale.

3.3 Population of Study

Babbie (2005) define the study population as the aggregation of elements from which the sample was actually selected. The population for the study consisted of field and office staffs of Newmont Ghana Limited who are currently working at the Ahafo Concession.

3.4 Sample Size and Sampling Technique

Sampling, as used in here refers to the process of selecting units for observation. In social science research, two broad categories namely: probability and non-probability sampling can be used. In probability sampling, samples are selected based on probability theory while in non-probability sampling, sample selection is not informed by probability theory (Babbie, 2005). The probability sampling procedure was used in the study because according to Burton (2000) it is more likely to produce representative samples and facilitates estimates of samples accuracy which allow statistical inferences to be made to a wider population. Types of probability sampling are simple random sampling, systematic sampling, stratified sampling and multi-stage cluster sampling. The specific type of sampling technique used in this study is simple random sampling.

According to Fridah (2005), deciding on a sample size for qualitative inquiry can even be more difficult than quantitative inquiry because there are no definite rules to be followed. It will depend on what you want to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility and what can be done with available time and resources. Bearing in mind that the researcher had very limited time and money for the study, the simple random sampling technique was used. First the population was defined as the Ahafo division of Newmont Ghana. Next the sample size of eighty ($n = 80$) was chosen as what time and the limit of the budget would permit the researcher to use. Then a list of the names of the Ahafo division was taken from the authorities. Based on the list, simple ratio was used to work the staff ratio of males and females. The results of the ratio were one (1) female is to two point two five (2.25) males. This explains why the total of 25 females representing ($n = 31.25\%$) and 55 males representing ($n = 68.75\%$) were used in the study. Bearing in mind the ratio of men and women to be chosen, the male and female staff members were numbered for both field and office staff. Then staff members with odd numbers were chosen for males and females as field and office staff. This was done to ensure that equal number of data was collected from both areas of operation in the company. The ratio of males and females was also done to ensure a true representation of both sex. The names of the selected field and office staff were then listed for the questionnaire to be administered to.

3.5 Data Collection Instrument

Data collection instrument is any type of written or physical device which is purported to be used for measuring variables (Sproull, 1988). Questionnaire was the main instrument used in this study. The key to designing a reliable research instrument is that researchers must be consistent in their approach to measurement by asking

respondents exactly the same questions and that they record those answers in a systematic manner (Burton, 2000). Considering these, the questionnaire was used as the data collection instrument to collect data from the respondents. This is a document containing questions and other types of items designed to solicit information appropriate for analysis (Babbie, 2005). A major advantage of the questionnaire is that it is cheaper to administer and response rates are also higher.

The questionnaire for the study contains close-ended as well as likert scale questions. The questionnaire was divided into two sections. The first section (A) contained information relating to the demographic characteristics of the respondents. The second section (B) contained the variables used in soliciting respondents' opinions on the research objectives. Example, in my point of view, the following non-monetary packages positively affect my morale in working at Newmont Ghana Limited. Refer to appendix two (2) for details of instrument.

Section (A) had closed ended questions that were related to the characteristics of respondents such as sex, age, level of education, period of service to the company and category of staff. The second section (B) was in three (3) parts and were generated from literature to relate to the questions on motivation practices and the perceptions of employees of the influence on their morale.

The first part of section (B) was to find out the types of motivation packages the respondents enjoy; example: health insurance coverage, housing allowance. In the second part, the packages were then put on a five points likert scale to find out how the respondents perceive they meet their expectations; example: "greatly exceed expectations" = 1; "fairly above expectations" = 2; "neutral" = 3; "fairly below expectations" =4; and "greatly below expectation" = 5. Finally, the last part was used to find out how respondents perceive other non-monetary motivation practices boost their

morale, in a five points likert scale; “strongly agree” =1; “agree” =2; “undecided” = 3; “disagree” = 4; and “strongly disagree” = 5. Refer to appendix two (2) for details of instrument.

The items in the questionnaire were finalized after a thorough review of literature and discussions with the project’s supervisor. All the statements were in line with the perception of motivation practices on employee morale to help the researcher better understand how the employees perceive the influence of the motivation practices on their morale.

3.6 Data Collection Procedure

The questionnaire was first subjected to a careful scrutiny through pre-testing. At the preliminary stage, twenty (20) questionnaires were administered to some selected individuals to test the viability of the objectives as well as the methods used for the study. The aim was to detect inconsistencies and correct them. Necessary changes were made to ensure that respondents understood the questions properly to give the appropriate responses.

During the administration of the instrument on the field, the researcher took the introductory letter from the department to the administration’s office of the company to seek permission. Then when the researcher had the go ahead from the administrator, went ahead to meet with the respondents. The researcher took time to explain the purpose of the study to all respondents. Since the researcher was dealing with a literate class, all respondents were required to complete the questionnaires by ticking the appropriate box or make a comment where applicable and return them to the researcher. The aim of the research was clearly explained to the respondents before the questionnaires were

administered. The respondents were assured of their anonymity. It was stressed that they needed to be very sincere in their responses. The researcher expressed genuine gratitude to all the respondents after receiving their responses on the items.

3.7 Data Analysis Technique

The analysis was a tabulation of the results of the key questions that draw conclusions on staff expectations of the factors that can lead to motivation. Even though primarily most part of the analysis of the data was done as one homogenous mass, the need to stratify the data for some others was employed. Data collected for the study was first transformed in Excel, to show the cumulative frequency of responses per key question. Cross tabulation analysis of responses from location (site and office), was used to ascertain whether geographical location of the employees have any effect on the motivation packages in use and also determine whether there is any significant difference in responses of the respondents.

In the case of ranked responses, the mean per category was used to assess the general response of the respondents. The study employed both quantitative and qualitative analytical techniques because the data collected for this study is a combination of quantitative and qualitative data. In the quantitative analysis, descriptive statistics such as frequencies, percentages and averages was utilized. The results for the quantitative analyses were shown in the form of tables. The qualitative analysis was used to complement the quantitative analysis in attempts to answer the research questions.

3.8 Ethical Considerations

There are numerous ethical issues that confront every researcher. Some considerations are very important in situations where there is the involvement of human

subjects. Some of the ethical considerations in this study were voluntary participation, deception, bias and misrepresentation. The researcher ensured that in questioning the respondents there was as much as possible no prejudice and biases. The same was also attached to the presentation and the discussion of results. In order to avoid deception, the purpose of the study was clearly explained to all the respondents before they were given the items. The same number of field and office staff were sampled to avoid misrepresentation.



CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.0 Introduction

This section presents the results of the study. It begins with the results of the demographic characteristics of the respondents. This section continues by presenting the results and discussion of research question one; research question two and then research question three.

4.1 Demographics Characteristics of Respondents

Demographic descriptions in surveys are important because they provide a context for interpreting the results obtained. The distribution of ages and sex of respondents are presented in Table 4.1.1.

Table 4.1.1: Age and Sex Distribution of Respondents

Category	Field Staff		Office Staff		Total Sample
	Frequency	Percentage	Frequency	Percentage	
Age					
20 – 29 years	7	17.5%	6	15.0%	16.3%
30 – 39 years	15	37.5%	17	42.5%	40.0%
40 – 49 years	13	32.5%	11	27.5%	30.0%
50 – 59 years	5	12.5%	6	15.0%	13.8%
Total	40	100%	40	100%	100%
Sex					
Male	28	70.0%	27	67.5%	31.3%
Female	12	30.0%	13	32.5%	68.8%
Total	40	100%	40	100%	100%

Source: Survey Data, 2016.

The age profile of the respondents as presented in Table 4.1.1 shows similar profiles for both field and office staff. There are no big variations in the age profiles of both sets of respondents. For instance, 7(17.5%) and 6(15.0%) of the respondents were between 20 – 29 years for field and office staff respectively. The results show that the largest proportion of the respondents were between the ages of 30 – 39 years. The category constituted 40% of total sample. The second largest proportion of respondents' samples also fell between the ages of 40 – 49 years, constituting 30% of total sample. Only 13.8% of respondents sampled were 50 years and above. The age profile of the respondents reflects the typical characteristic of Ghana's work force because the country has a burgeoning population.

The sex distribution of the respondents as presented by Table 4.1.1 confirms that the mining industry is a male dominated industry. Male respondents constituted 68.8% of total sample compared to the 31.3% for females. On the other hand, there were comparable proportions of females and males sampled from both field and office staff. Females constituted 30.0% and 32.5% of field and office staff sampled respectively.

The educational level of respondents is also presented in Table 4.1.2. The results show that on the whole office staff had higher levels of education compared to field staff. This was expected given the skill levels required to work in the offices of the company or on the field. A total of 26(65%) of field staff had up to Senior High or Ordinary Level as their highest educational level attained. On the other hand, the minimum educational level for office staff was post Senior High School Diploma, constituting 12.5% of office staff sampled. Majority of the office staff sampled-27(67.5%)-had either a Polytechnic or Undergraduate degree.

Table 4.1.2: Educational Level of Respondents

Category	Field Staff		Office Staff		Total Sample
	Frequency	Percentage	Frequency	Percentage	
Educational level					
J.H.S.	9	22.5%	0	0.0%	11.3%
SHS/ "O" level	17	42.5%	0	0.0%	21.3%
Post S.H.S. diploma	7	17.5%	5	12.5%	15.0%
Polytechnic	6	15.0%	9	22.5%	18.8%
University	1	2.5%	26%	65.0%	33.8%
Total	40	100%	40	100%	100%

Source: Survey Data, 2016.

The results further show that 8(20.0%) of office staff sampled had a Postgraduate degree. In terms of the educational level of the total sample, the largest proportion, 23.8% of respondents, had undergraduate degree. This was followed by Senior High/ Ordinary Level with 21.3% of respondents sampled and Polytechnic with 18.8% sampled.

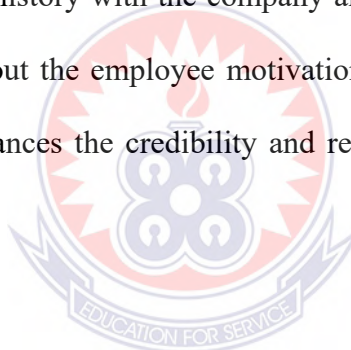
The number of years respondents have been working with the company is also presented by Table 4.1.3. The result generally shows that the field staff sampled had more working experience with the company compared to the office staff. A plausible explanation for this observation is the fact that much of the skills required to work on the field is very industry specific. Therefore, there is a low turnover for the field staff of the company. The results show that a total of 23(57.5%) of field staff had been working with the company for eleven (11) years or more compared with the 9(30.0%) for office staff.

Table 4.1.3: Working Experience of Respondents with Newmont

Category	Field Staff		Office Staff		Total Sample
	Frequency	Percentage	Frequency	Percentage	
Years of active work					
Less than 3 years	3	7.5%	5	12.5%	10.0%
3 – 6 years	5	12.5%	9	22.5%	17.5%
7 – 10 years	9	22.5%	14	35.0%	28.8%
11 – 14 years	10	25.0%	7	17.5%	21.3%
More than 15 years	13	32.5%	5	12.5%	22.5%
Total	40	100%	40	100%	100%

Source: Survey Data, 2016.

On the whole only 27.5% of the total sample of respondents had been working with the company for 6 years or less. This suggests that majority of the respondents sampled have had a long history with the company and are thus in a better position to give their impressions about the employee motivation practices of the company. This observation therefore enhances the credibility and reliability of the responses elicited from the respondents.



4.2 Presentation and Discussion of Results on Research Question One

This section of the study presents the results of the assessment of the whole gamut of employee motivation practices of Newmont Ghana. The employee motivation package is a combination of monetary and non-monetary compensations. Table 4.2.1 presents the employee benefits enjoyed by the workers of Newmont Ghana.

Table 4.2.1: Employee Monetary Benefit Package

Package	Respondents		Who Benefit
	Field Staff <i>Freq.(%)</i>	Office Staff <i>Freq.(%)</i>	Field and Office Staff <i>Total freq. (%)</i>
Personal health insurance	40(50%)	40(50%)	80 (100%)
Housing allowance	40(50%)	40(50%)	80 (100%)
Opportunity for study leave	40(50%)	40(50%)	80 (100%)
Scholarship for children	0(0%)	0(0%)	0 (0%)
Overtime allowance	29(36.25%)	26(32.5%)	55 (68.75%)
Paid leave	40(50%)	40(50%)	80 (100%)
Car and fuel allowance	7(8.75%)	14(17.5%)	21(26.25%)
Clothing allowance	33(41.25%)	26(32.5%)	59 (73.75%)
Travel allowance	33(41.25%)	26(32.5%)	59 (73.75%)
Provident fund and loan support	40(50%)	40(50%)	80 (100%)
Health insurance coverage for some family members	40(50%)	40(50%)	80 (100%)
Sponsored vacation	0(0%)	0(0%)	0 (0%)
Entertainment allowance	0(0%)	0(0%)	0 (0%)

Source: Survey Data, 2016.

The results as presented in Table 4.2.1 show that majority of the compensation package are for all the workers of the company. All the respondents benefit from personal health insurance; housing allowance; paid leave; opportunity for study leave; provident fund and loan support; and health insurance cover for family members. On the other hand, there is a slight variation in responses of both field and office staff in relation to: overtime allowance, clothing allowance and travel allowance. Whereas twenty-nine (N=36.25%), thirty-three (N=41.25%) and thirty-three (N=41.25%) of the field staff responses showed that they enjoy overtime allowance, clothing allowance and travel allowance respectively, the office staff responses showed twenty-six (N=32.5%) of each of the variables. However, on the car and fuel allowance variable, out of the total twenty-one (N=26.25%) responses, fourteen (N=17.5%) were office staff and seven (N=8.75%) were field staff.

In summary, it is clear from the above presentation of the findings that, all the employees sampled at Newmont Ghana Limited enjoy personal health insurance; housing allowance; paid leave; opportunity for study leave; provident fund and loan support; and health insurance cover for family members, however majority of the office and field staff sampled enjoy overtime, clothing and travel allowances, where as a small portion of the staff sampled (with the field staff dominating) enjoy car and fuel allowance

A careful look at the motivational practices of the company shows that they have been put together to help the employees cater for their physiological, safety and security needs, as propounded by Maslow (1943-1954). This explains why majority of the packages are enjoyed by all the workers. According to Abraham Maslow's five tier model of human needs, in his (1943) paper *a theory of Human Motivation*, every individual starts from the basic survival physiological needs such as food, clothes, shelter. Then when those needs are met, the next needs are safety, then love/belonging,

esteem and finally self-actualization. When a company puts together such a motivation package as is in use at Newmont Ghana, then it means the employers want the employees to have a sound mind in working so that they can give out all their possible best. This means that employees will be motivated to work and increase the company's productivity.

However, certain speculations could be made to explain the variations in the motivation packages. One is that, considering the demographics results of number of years in working at the company, it could be that most of the packages are enjoyed by workers who have served the company from three years and above. In relation to this, thirty-seven (N=46.25%) respondents of the field workers fall within this range as compared to thirty-five (N=43.75) respondents of the office staff. Also, in relation to the 'car and fuel allowance', the office staff respondents recorded fourteen (N=35%) and seven (N=8.75%) out of the total 80 total sample size. This could be explained that, the package is for senior members of the staff only.

4.3 Presentation and Discussion of Results on Research Question Two

Another major objective of the study is determining the extent to which motivation practices of the company meet the expectations of employees. In line with this objective, the respondents were required to indicate how the individual motivation packages met their expectations on a five-point likert scale graded from "greatly exceed expectations" which is equal to the interval scale of one (1) to "greatly below expectations" also of the interval scale of five (5). The results of this assessment are presented in Table 4.3.1.

Table 4.3.1: View of Staff Concerning Expectations of Compensation Package

Category <i>In my point of view the following monetary motivation packages that I enjoy at Newmont Ghana Limited boost my morale.</i>	Greatly Exceed Exp. Freq.(%)	Fairly Above Exp. Freq.(%)	Neutral Freq.(%)	Fairly Below Exp. Freq.(%)	Greatly Below Exp Freq.(%)	Mean (X)
Personal health insurance	7(8.8%)	18(22.5%)	39(48.8%)	11(13.8%)	5(6.3%)	2.86
Housing allowance	4(5%)	9(11.3%)	15(18.8%)	37(46.3%)	15(18.8%)	3.63
Opportunity for study leave	5(6.3%)	10(12.5%)	29(36.3%)	25(31.3%)	11(13.8%)	3.34
Overtime allowance	3(3.8%)	6(7.5%)	12(15%)	42(52.5%)	17(21.3%)	3.80
Paid leave	4(5%)	5(6.3%)	42(52.5%)	13(16.3%)	15(18.8%)	3.38
Car and fuel allowance	3(3.8%)	12(15%)	30(37.5%)	23(28.8%)	12(15%)	3.36
Clothing allowance	4(5%)	10(12.5%)	9(11.3%)	45(56.3%)	12(15%)	3.64
Provident fund and loan support	4(5%)	13(16.3%)	42(52.5%)	11(13.8%)	10(12.5%)	3.13
Health insurance coverage for some family members	6(7.5%)	13(16.3%)	41(51.3%)	10(12.5%)	10(12.5%)	3.06
Total average mean						3.36

1 = greatly exceed exp., 2 = fairly above exp., 3 = neutral exp., 4 = fairly below exp. 5 = below exp.

Source: Survey Data, 2016.

In relation to the opinion of employees concerning personal health insurance package (one of the packages enjoyed by all the respondents) meeting their expectations, (M=2.86); the responses given shows that majority of the employees are not certain about how it meets their expectations.

Concerning the housing allowance package, which also enjoyed by all respondents, meeting the expectations of the employees (M=3.36) the responses indicate that majority of the respondents are not certain how it meets their expectations.

The next package is the opportunity for study leave, another motivation package enjoyed by all respondents, (M=3.34) the results show that the majority of the respondents are not certain how it meets their expectations. In relation to the extent to which the overtime allowance meets the expectations of the respondents, (M=3.80), the results show that majority of the employees think that the packages is fairly below their expectations. The next assessment is on the extent to which the overtime allowance meets the expectations of the respondents, (M=3.38) the results show that majority of the respondents are not certain how it meets their expectations. The results of the assessment on the paid leave package, (M=3.36), shows that majority of the employees are not certain how it meets their expectations. The assessment on car and fuel allowance also (M=3.64). The results show that majority of the respondents think that the package is fairly below their expectations. The clothing allowance motivation package assessment (M=3.13), results shows that majority of the employees are not certain about how it meets their expectations. Finally, in relation to the extent to which the provident fund and loan support motivation package meet the expectations of employees (M=3.06); the results show that majority of the employees are not certain about how it meets their expectations

In summary, to answer the research question two, to what extent do the motivation practices meet the expectations of employees, from the presentation the average responses given (M=3.36) meaning that the respondents are not certain how the motivation packages they enjoy meet their expectations.

The finding is in line with the expectancy theory of Vroom (1964). This theory makes some assumptions that are in line with findings of this study. One is that people

join organizations with expectations about their needs, motivations and past experiences. These influences how the individual react to the organization. Assumption two is that an individual's behaviour is as a result of conscious choice. Thus, people are free to choose those behaviours suggested by their own expectancy calculations. The third assumption is that people will choose among alternatives so as to optimize outcomes for them personally. This means that, although majority of the respondents are not sure the motivation packages meet their expectation, will not mean the exact number in the majority's morale would be affected negatively.

4.4 Presentation and Discussion of Results on Research Question Three

The final objective of this study is to determine the effect of the non-monetary motivation practices on employee morale. To this regard, the respondents were required to rank their levels of agreement with the statement that a series of non-monetary motivation practices impacted positively on their morale in working at Newmont Ghana Limited. The ranking was done on a five-point likert scale interval from "strongly agree" as an interval scale of one (1) to "strongly disagree" as an interval scale of five (5). Table 4.4.1 shows results of the responses from the respondents.

Table 4.4.1: Opinions of Respondents on Effect of Non-Monetary Motivation Practices on their Morale

Category <i>I perceive the following non-monetary motivation practices positively affect my morale in working at Newmont Ghana Limited.</i>	Strongly Agree. <i>Freq.(%)</i>	Agree <i>Freq.(%)</i>	Undecided <i>Freq.(%)</i>	Disagree <i>Freq.(%)</i>	Strongly Disagree <i>Freq.(%)</i>	Mean (X)
Provision of right tools/equipment needed for my work	60(75%)	19(23.8%)	0(0%)	1(1.3%)	0(0%)	1.28
Ensuring safety in my working environment	59(73.8%)	18(22.5%)	1(1.3%)	2(2.5%)	0(0%)	1.33
Periodic training to enhance my efficiency	45(56.3%)	30(37.5%)	2(2.5%)	3(3.8%)	0(0%)	1.54
Being assigned to work on tasks best suited to my abilities	40(50%)	29(36.3%)	2(2.5%)	9(11.3%)	0(0%)	1.75
Ensuring cordial working relationship among my colleagues	9(11.3%)	14(17.5%)	6(7.5%)	31(38.8%)	8(25%)	3.50
Recognition and reward for special efforts	6(7.5%)	5(6.3%)	11(13.8%)	41(51.3%)	17(21.3%)	3.73
Creation of fair and equal opportunities for all workers to progress	6(7.5%)	8(10%)	6(7.5%)	43(53.8%)	17(21.3%)	3.71
Total average mean						2.4

1= strongly agree, 2= agree, 3=undecided, 4=disagree, 5= strongly disagree Source: Survey Data, 2016.

The first non-monetary motivation package assessed under objective three of the work, is the provision of right tools/equipment needed for the work of respondents; (M=1.28) indicating majority of the respondents perceive that the provision of right tools/equipment needed for their work positively affect their morale.

In relation to ensuring safety in the working environment of the respondents; (M=1.33) the results indicate that majority of the respondents perceive the company ensuring a safe working environment affect their morale positively. The assessment of the impact of periodic training to enhance efficiency, (M=1.54) results show that majority of the respondents perceive that it positively impacts on their morale. On the assessment of the extent to which assigning workers to tasks that are better suited to their abilities, (M=1.75) the results of this non-monetary motivation package shows that respondents generally perceive that it impacts on their morale positively.

The results of the assessment of ensuring cordial working relationships among colleagues, (M=3.50) indicating the perception of respondents is that it has no positive impact on their morale. In relation to recognition and reward for special efforts the results, (M=3.73) showing that majority of respondents perceive it does not have positive impact on their morale.

The final non-monetary motivation practice assessed is the creation of fair and equal opportunities for all workers to progress, (M=3.71) the results indicate that majority of respondents perceive that it does not positively impact their morale.

In summary, (M=2.4), it is clear from the presentation that the perception of majority of the respondents about the non-monetary motivation practices at Newmont Ghana Limited, positively boost their morale. This finding is in line with the Maslow's (1935-1943) five tier motivation of needs theory, which states that when individuals feel safe both physically and emotionally in their environment, they are willing to reach out

and take higher risk. This explains why the non-monetary motivation practices, which principally addresses safety and security issues in the company, are perceived by respondents to positively affect their morale. However, it is not in line with the findings of Akintoye (2000) which asserts that money remains the most significant motivational strategy.

From the findings it could be concluded that Newmont Ghana Limited makes use of the following non-monetary motivation practices: provision of right tools/ equipment needed for staff to work, ensuring safety in the working environment, offer periodic training to enhance employee efficiency and assigning work on task best suited to the abilities of the employees. It could also be concluded from the findings that the above mentioned non-monetary motivation practices are done well to the satisfaction of the employees.

Certain speculations could be made into why the non-monetary motivation practices in use positively motivate the employees to work. One is that, Newmont Ghana Limited is owned by certain foreign organizational bodies. Therefore, for possible fear of being sanctioned by the authorities in Ghana, try to maintain high standards in the working environment with regards to safety and security needs of the employees. Another possible reason could be because they want to maximise profit through high productivity. One sure of achieving this is to ensure employees have all the prerequisite needs to work effectively in terms of the provision of right tools and equipment and ensure that the employees feel safe and securing whilst at work.

CHAPTER FIVE

SUMMARY OF RESULTS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

Most employee motivation studies recorded in the motivation literature have focused on North American and European economies. Motivation researches with a bearing on developing economies are limited. The literature on motivation in the mining industry in West Africa and Ghana for that matter is fairly underdeveloped and this study represents one of the attempts at beginning to fill this research gap. This chapter presents the conclusions made based on the research objectives of the study. Summary of the major study, review of objectives, recommendations and implications for research management are outlined. Finally, suggestions are made for further research.

5.1 Summary of Results

The objectives set by the researcher were generally achieved. Individual objectives have been explained in the paragraphs beneath about how the assessment of the achievements were done. The results of the survey have supported or rejected the previous literature on the perception of employees on motivation practices.

The purpose of the study was to find out the perception of motivation practices of mining companies on employee morale using Newmont Ghana Gold Limited as a case study for the survey. In line with this a set of objectives were generated: identify employee motivation practices for various category of employees of Newmont Ghana; determine extent to which the motivation practices meet the expectations of the employees of the company; and determine the employee perception of the effect of non-

monetary motivation practices on their morale. To help guide the study properly, a three set of questions were developed: what are the employee motivation practices in use for the various categories of workers at Newmont Ghana Limited; to what extent do the practices meet the expectations of employees; what is the effect of employee perception of non-monetary motivation practices on their morale.

The research questions aided in generating a set of questionnaire, in two (2) sections. The questionnaire was a closed ended set of items on demographic characteristics of the respondents, items on statements to find out the motivation packages and two (2) different set of likert scale of questions on statements about employee perception in relation motivation practices. The items were administered to a sample size the eighty (80) field and office staff of the Ahafo concession of Newmont Ghana Gold Limited, of which males were sixty-five (65) and females were twenty-five (25). The results were tabulated and the average means were calculated. Descriptive statistics was used to explain the results of the responses.

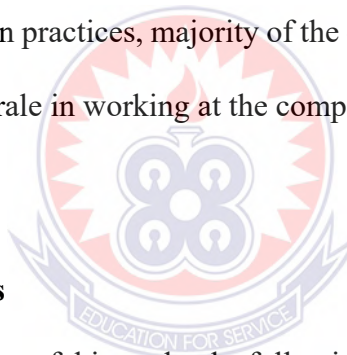
The key findings of the study are as follows: some motivation packages are enjoyed by all the staff whilst others are enjoyed by a certain number each of both field and office staff. The motivation practices in use for various categories of workers at Newmont Ghana Gold Limited are as follows. All the field and office staff enjoy: personal health insurance, housing allowance, opportunity for study leave, paid leave, provident fund and loan support and health insurance coverage for some family members. Majority of both field and office staff enjoy overtime, clothing and travel allowances, and a small number of field and office staff also enjoy car and fuel allowance although office staff dominate in this area

The next finding of this study is that majority of the employees at Newmont Ghana Limited are not certain that the motivation packages they enjoy meet their

expectations. Lastly the study has shown that majority of the employees at Newmont Ghana Limited perceive that non-monetary motivation practices positively impact on their morale.

5.2 Conclusion

Newmont Ghana Gold Limited has an elaborate employee motivation package which comprises monetary and non-monetary compensation. However not all the categories of workers enjoy all the motivation packages in use. According to the perception of the employees, majority of the employees are uncertain about how the compensation packages they enjoy meet their expectations. On the other hand, in relation to non-monetary motivation practices, majority of the employees perceive that they have positive effect on their morale in working at the company.



5.3 Recommendations

Based on the findings of this study, the following recommendations are suggested to improve upon the motivation packages worker morale in the mining sector of Ghana;

1. The companies must make serious efforts in addressing issues that arose from the way the employees view the entire motivation packages in use through a further research. The packages are supposed to provide for the needs of the employees so that they would be intrinsically motivated to channel all their man- power into working. Therefore, the entire purpose of the motivation package will be distorted if majority of the employees cannot tell for sure if the packages meet their expectations. Ouchi's Theory Z could be a useful guide for the companies.

2. The leadership of the companies should firmly put in interventions to ensure the A, B, C, D *Drive* by Lawrence and Nohria (2002) of motivation are fully satisfied for all categories of workers. (field and office staff members, and junior and senior staff members alike). The leadership team will know the drives are being satisfied if the employees think that the companies reward systems highly differentiates top performance from average and average performance from poor performance, clearly ties rewards to performance, recognition is consistently given for outstanding performance. Also, when the employees think that the organisational culture embraces teamwork; encourages the development of friendship and bonding; organisational structures that provide growth opportunities within the company. Another way for the leadership to know that the employees' four needs drives are satisfied, is through the job and organisational structure. This will be known if the employees view their jobs as providing personal meaning and fulfilment; and organisational structures are providing opportunities for growth within the company. Finally, the leadership will know that the employee's four drives needs are being satisfied through their perception of the Vision/ Reputation of the company and their Performance Management Systems. Therefore, if there is fairness; ethical practices; and the company provides good / valued service, would be one sure way for the mining companies to ensure cordial relationship among colleagues; make employees aware the levels of recognition and rewards for special efforts; and also, that the companies create fair and equal opportunities for workers to progress and rise to various positions in the company. These are factors that, according to literature would generate intrinsic motivation (the most powerful kind of motivation) in employees. Therefore, effecting on the morale of the employees to lead to high productivity for the companies.

3. The last recommendation for this study would be for the companies to ensure that they constantly review the entire motivation packages in use, because what could be very motivating at one time in the life an individual could be demotivating at another time. This means that factors that lead to boosting employee morale are not static. As people's needs shift from one stage to another, their experiences in the company grow and change, and leadership styles change, all contribute to the changes in what the employees will perceive as morale boosters.

5.4 Suggestions for Further Studies

The study has identified areas which were not covered during the survey. This could be areas for further considerations in the event of any future endeavour into the same research area.

1. The study made use of quite a small sample size. This is a major setback for generalization of results. In future if a much larger sample size is considered would go a long way to improve the authenticity of the findings.
2. In any such endeavour of the general research objective in the future, workers of various geographical locations should be sampled for the study. This will make the findings more reliable taking into consideration that what employees perceive as very motivating are influenced by their circumstances which could be as a result of which part of the country they work.
3. Any future study into this same area could develop additional question items to solicit the opinions of workers concerning how they view their entire leadership systems with regard to reward systems, organizational culture, job and organizational structure, vision / reputation of the company and the company's performance

management systems. The data collected could be used to assess the employee's levels of satisfaction in working in the company.



REFERENCES

- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal Psychology*, 422-436.
- Ali, R., & Ahmad, M. S., (2009). The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers*, 5(4), 270-279.
- Afful-Broni, A. (2012). Relationship between motivation and job performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Creative Education Scientific Research*. 3(3), 309-314
- Akintoye I. R. (2000). *The place of financial management in personal psychology*. University of Ibadan, Nigeria.
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2008). Occupational health and safety: key issues and concerns in Ghana. *International Journal of Business and Social Science*. 2(14)
- Antomioni, D. (1999). "What motivates middle managers"? *Industrial Management*, Nov-Dec, 41(6), 27-30.
- Aydin, O. T. (2012). "The Impact of Theory X, Theory Y and Theory Z on Research Performance: An Empirical Study from A Turkish University" (PDF). *International Journal of Advances in Management and Economics*.
- Bateman, T. S., & Snell, S. A. (2004). *Management: The new competitive landscape*. Mc Graw Hill, New York Sixth Edition. 407-418.
- Beatty, R. W., & Schneier, C. E. (1975). A case for positive reinforcement. *Business Horizons*, 18, 57– 66.

- Bernadin, H. J., & Russel, J. E. A. (1993). *Human Resources Strategy*. Singapore: McGraw Hill Incorporated
- Bittel, L. R. (1989). The McGraw-Hill 36-Hour Management Course (p. 11). New York: McGraw- Hill.
- Bonsu, C. A., & Kusi, A. (2014). Effects of motivation on job performance of local Government workers in Ghana: A case study of Awtima Nwabiagya District Assembly in the Ashanti Region. *International Journal of Management Sciences*. 2(8), 337-350
- Burton, K. (2012). A study of motivation: How to get your employees moving. [online: available at [http://www.indiana.edu/~spea/pubs/undergrad-honors/volumn-6/Burton,%20Kelli accessed 28/02/2016](http://www.indiana.edu/~spea/pubs/undergrad-honors/volumn-6/Burton,%20Kelli%20accessed%2028/02/2016)]
- Camilleri, E. (2007). Antecedents affecting public service motivation. *Personnel Review*, 36(3), 356-377.
- Chabra, T. N. (2001). *Human Resource Management, Concepts and Issues*, Second Revised Ed., Delhi: Dhanpat Rai & Co. (P) Ltd.
- Cuendet, G. (1996). *Motiver aujourd'hui. Facteur-ele de succes en period de mutation*. Les Editions d'Organisation. Paris: Praeger.
- Daniel. K. J. (2001). The effects of employee satisfaction, organisational citizenship behaviour and turnover on organisational effectiveness: A unit level, longitudinal study. *Pers. Psychol.* 54(1), 101-114.
- Dessler, G. (2005). *Human Resources Management*. Tenth Edition. Prentice-Hall, 390.
- Durant, R.F. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public Administration Review*.

- Edwin, A. (1993). Comparism and Motivation: maximising employee performance with behaviour-based incentive plans. *Pers. Psychol.* 46, 407-411.
- Fiedler, F. E. (1981). *Leader attitudes and group effectiveness*, Westport, CT: Greenwood Publishing Group.
- Fuhrmann, T. (2006). Motivating employees. *WCDS Advances in Dairy Technology* 18, 93-101.
- Gerhart, B.A. (1995). Employee compensation: theory, practice and evidence. *Center for Advanced Human Resource Studies Working Paper Series. 5-1-1995.* 5
- Greenberg, J. (1990). Employee theft as a reaction to underpayment of inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561-568.
- Halepota, H. A. (2005). “Motivational Theories and their application in construction”, *Cost Engineering*, 47(3), 14-35.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46, 53-62.
- Hill, C.W. L., & McShane, S.L. (2006). *Principles of Management*. NY: McGraw-Hill Irwin.
- Horbby, A.S. (2010). *Oxford advanced learners dictionary*. Eight Edition. Oxford. Oxford University press.
- Kelly, T.G. (2010). “Recognition and Reward...it takes more than just a pay check”. [online: available at <http://www.orcpa.org/pressroom/hotnews/employeerewards.htm>. accessed, February, 26th 2015.]

- Khalid, S., & Irshad, M. Z., (2010). Job Satisfaction among Bank Employees in Punjab, Pakistan: A Comparative Study. *European Journals of Social Sciences*, 17 (4), 570-577
- Kim, D. (2006). Employee motivation: " Just Ask Your Employees". *Seoul Journal of Business*, 12(1).
- Koontz, H., & Weihrich, H. (1990). *Essentials of Management*. Fifth Edition, Mc Graw Hill. Singapore 317-340.
- Longenecker, C. O. (2011). How the best motivate workers. *Industrial Management*, 53(1), 8-13.
- Luthans, F. (1989). *Organizational Behavior* (p. 36). New York: McGraw-Hill.
- Lunenburg, F.C. (2011). Expectancy theory of motivation: motivating by altering Expectations *International Journal of Management, Business and Administration*. 114-146
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*. 50 (4) 370-96 doi: 10. 1037/h0054346. Via psychclassics.yorku.ca.
- Maslow, A. H. (1954). *Motivation and personality*. New York. NY: Harper. ISBN 0-06-041987-3
- Massie, J. L. & Douglas J. (1992). *Managing: A Contemporary Introduction* (p. 48). Englewood Cliffs: Simon & Schuster Company.
- McGregor, D. (1960). *The Human Side of Enterprise*, New York, McGrawHill
- Milkovich, G.T., & Newman. J.M. (1999). *Compensation*. Sixth Edition. McGraw-Hill. PMID:10577830.

- Puplampu, B.B., & Quartey, S.H. (2012). Key issues on occupational health and safety practices in Ghana: a review. *International Journal of Business and Social Science*. 3(19).
- Quartey, S.H., & Attiodbe, E.J. (2013). Is there a link between compensation packages and job performance in the Ghana Police Service? *African Journal of Business Management* Vol. 7(44), p.4398-4406
- Ouchi, W. G. (1981). *Theory Z*. New York: Avon Books.
- Robbins, S. P., & Judge, T. A. (2008). *Essential organisational behaviour*. Upper Saddle River, NJ: Pearson Education Inc.
- Robbins, S.P. (1998). *Organisational Behaviour*. Prentice Hall, New Jersey, USA. Eight Edition. 174-92; 171-73; A:12; 190-192.
- Rounok, N., & Parvin, M.M. (2011). Fostering employee performance. *Industrial Engineering Letters*. 1(3).
- Sahin, F. (2012). "The mediating effect of leader-member exchange on the relationship between Theory X and Y management styles and effective commitment: A multilevel analysis." *Journal of Management and Organization*, 18(2).
- Skinner, B. F. (1953). *Science and human behavior*. New York: Free Press.
- Todd, D. (2001). Motivational techniques: How are we doing? [Online: available at <http://www.usfa.fema.gov/pdf/efop/efo31660.pdf> Accessed, 28/02/2015]
- Wekesa, J.N., & Nyaroo, S.M.A. (2013). Effect of compensation on performance of public secondary school teachers in Eldoret Municipality. *International Journal of Scientific and Research Publications*. 3(6) 123-147.
- Wiley, J. W. (2012). Giving employees what they want can provide employers with what they want. *Employment Relations Today (Wiley)*, 39(1), 45-53.

Yamoah, E. E. (2013). Relationship between compensation and employee productivity. *Singaporean Journal of Business Economics, and Management Studies*. 2(1) 110-114



APPENDIX I

INTRODUCTORY LETTER



UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY, EDUCATION, KUMASI

DEPARTMENT OF EDUCATIONAL LEADERSHIP

P. O. Box 1277

Kumasi

20th July, 2016

TO WHOM IT MAY CONCERN

LETTER OF INTRODUCTION: ELIZABETH ASENSO-AGYEMANG

INDEX NO: 7141770023

This is to confirm that Elizabeth Asenso-Agyemang is an MA student pursuing a programme in Educational Leadership at the Department.

Elizabeth is currently engaged in a research on "*The perception of Motivation practices of mining companies on employee morale*" as part of the requirements for the award of the Masters of Arts Degree. The study is focused on using The Ahafo Division of Newmont Ghana Gold Limited as a case study.

We should appreciate any courtesies that you could extend to her as she gathers data for writing the Project Work.

Thank You.

DR. PHILIP OTI-AGYEN
Head of Department

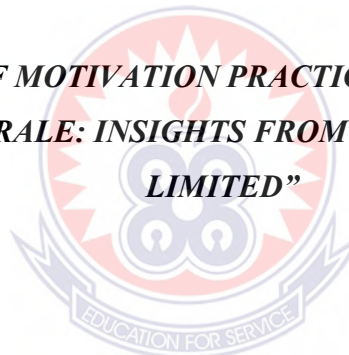
HEAD OF DEPARTMENT
DEPT. OF EDUCATIONAL LEADERSHIP
COLLEGE OF TECH. EDUCATION, KSI,
UNIV. OF EDUCATION, WINNEBA

APPENDIX II
QUESTIONNAIRE

UNIVERSITY OF EDUCATION, WINNEBA

RESEARCH QUESTIONNAIRE ON THE TOPIC:

***“THE PERCEPTION OF MOTIVATION PRACTICES OF MINING COMPANIES
ON EMPLOYEE MORALE: INSIGHTS FROM NEWMONT GHANA GOLD
LIMITED”***



The questions in this module are strictly for academic purposes. On no account, will it be used for any other purpose except the one intended. Kindly provide genuine responses as much as possible. Do take note that your anonymity will be strictly upheld.

SECTION A: Personal Data *(Please tick the most appropriate response)*

1. Age

- | | | | |
|---------------|-----|---------------|-----|
| 20 – 29 years | [] | 30 – 39 years | [] |
| 40 – 49 years | [] | 50 – 59 years | [] |
| > 60 years | [] | | |

2. Sex

- | | | | |
|------|-----|--------|-----|
| Male | [] | Female | [] |
|------|-----|--------|-----|

3. Highest educational level

- | | | | |
|---------------------|-----|--------------------|-----|
| No formal education | [] | SHS/ “O” level | [] |
| J.H.S | [] | Post S.H.S diploma | [] |
| Polytechnic | [] | Undergraduate | [] |
| Post Graduate | [] | | |

4. For how long have you been working with Newmont Ghana Limited?

- | | | | |
|--------------------|-----|---------------|-----|
| Less than 3 years | [] | 3 – 6 years | [] |
| 7 – 10 years | [] | 11 – 14 years | [] |
| More than 15 years | [] | | |

5. What category of staff are you?

- | | | | |
|-------------|-----|--------------|-----|
| Field staff | [] | Office staff | [] |
|-------------|-----|--------------|-----|

SECTION B: MOTIVATION PRACTICES AND EMPLOYEES PERCEPTION ON THEM.

6. Which of the following motivation packages do you enjoy working at Newmont Ghana Limited?

(Please tick as many as you enjoy)

Motivation packages	Response
Personal health insurance	
Housing allowance	
Opportunity for study leave	
Scholarship for children	
Overtime allowance	
Paid leave	
Car and fuel allowance	
Clothing allowance	
Travel allowance	
Provident fund and loan support	
Health insurance coverage for some family members	
Sponsored vacation	
Entertainment allowance	

7. Please indicate to what extent you agree the following motivation practices at Newmont Ghana, that you enjoy meet your expectations

(Please tick the most appropriate response)

*Using the rating scale: 1 = greatly exceed expectations 2 = fairly above expectations
 3 = neutral 4 = fairly below expectations
 5 = greatly below expectations*

In my point of view the following monetary motivation packages that I enjoy at Newmont Ghana Limited boost my morale	Greatly Exceed Expectations	Fairly Above Expectations	Neutral	Fairly Below Expectations	Greatly Below Expectations
Personal health insurance					
Housing allowance					
Opportunity for study leave					
Overtime allowance					
Paid leave					
Car and fuel allowance					
Clothing allowance					
Travel allowance					
Provident fund and loan support					
Health insurance coverage for some family members					

