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# Motivational influence and employees' performance: Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University in perspective

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***Abstract***
*The study examined the influence of motivation on employees' performance with reference to two tertiary educational institutions in Ghana. Purposive sampling was used to select Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University as the study area. Purposive sampling technique was again used to select a sample size of 300 from the two institutions. Data was collected through the use of a questionnaire based on the Likert scale method. With respect to the main findings, 73% of the respondents strongly agreed that motivation influences employees' performance, also 58.0%, of the study respondents agreed that financial rewards can motivate employees to increase performance. In all, 70% of the respondents strongly agreed with the statement that non-financial rewards motivate employees to increase performance as compared to financial rewards. Finally, 47.0% of the respondents agreed that employers encounter challenges in motivating hardworking employees. It was recommended that management focus more on non-financial reward packages such as promotions, commendations, and feedback to give employees satisfaction and increase performance.*

*Keywords: Staff Motivation, Job Satisfaction, Relationship, Staff Performance, Staff Welfare*

**Introduction**
Generally, successful productivity remains a key component in current organizational management. In every business or organization success depends on employees' performance. Achievement of high productivity depends on employees' performance at work and is a major concern to all Human Resource professionals (Peters, Waterman, & Jones, 1982) cited in (Wallace et al., 1999). Motivation is a psychological process that drives employees' behaviour to achieve business success through hard work. It stimulates employees' interest in increasing performance at work. For instance, employees' efforts can lead to organizational failure or success in competition (Armstrong, 2010). Job satisfaction is the emotional feelings that satisfy or dissatisfy an employee's performance in an organization (Handoko, 2001). According to Kreitner and Kinicki (2005), job satisfaction simply refers to emotional feelings on numerous parts of work activities. Experienced business leaders are using motivation as a strategy to close the low-performance gap (Salleh, Saito, Kiso, & Jinno, 2001).

Some employees are motivated via training opportunities and a safe working environment to increase performance. A safe work environment and training motivate employees and lead to organizational growth (Blanchard & James, 2007). Okojie (2009) also put it on record that there are two broad factors that influence employees' performance. The factors identified by Okojie (2009) are financial and non-financial incentives. Example of financial incentives includes; salary and bonuses, example of non-monetary incentives include promotion, verbal appreciation and training to achieve organizational goal (Armstrong, 2010). According to McCoy (2000), managers use non-monetary incentives like (i) verbal appreciation (ii) love and care, and (iii) recognition to motivate workers. One key objective of motivation is to inspire people to make good use of their talents to achieve better results. To Bartol and Martin (1998) motivation stimulates employees to achieve organizational goals through talents. This is because motivated workers are determined to achieve individual and organizational goals (Kalimullah, Yaghoubi, & Moloudi, 2010). Deci, Ryan, and Guay (2013) commented that inspiring managers put in motivational efforts to retain workers for competition. To complement this, Smith (1994) mentioned that in business, managers use motivated staff to compete for organizational success. Scholars have argued that motivation is capable of retaining a workforce in an organization for impressive service delivery (Dubin, 2002). On the contrary, Certo (2006) explained that incentives and engagement alone do not produce impressive performance without appropriate utilization of skills, logistics and time.

The underpinning element in every individual's life at the global front today is basically money. This is because our lifestyles are connected to worldly and material things. People work to expend on latest or fashionable things like; smartphones, clothes, vehicles and buildings. Sometimes, good salary earners resign from work (Aguinis, Gottfredson, & Joo, 2012), whiles people who need job especially the unemployed youth put in all the needed efforts to be engaged, without considering how much they will be paid. For instance, causal workers are the least paid workers in the study institutions, but people struggle to be engaged as casual workers whiles some permanent and or highly paid workers resign, record absenteeism, lateness and poor performance at work. Therefore, this seems to suggest that something more different motivates workers than financial incentives. This could further mean that money alone cannot motivate staff to be retained by their employers to enhance organizational performance. This could suggest that aside money, there are other non-financial factors that motivate employees in organizations. Atchison (2003), put it on record that repeated incentive packages fail to achieve their mandate to enhance employees' performance. This can serve as an important guide for employers to add other non-financial incentive packages to monthly salary to inspire workers to perform their tasks optimally.

Employees' cherished incentives are things that can satisfy them to come out with outstanding job performance to help business accomplish its' goals. (Feldman & Arnold, 1983). Excellent working conditions or welfare packages are non-financial incentives managers can use to attract employees to promote business success (Michael & Tina, 2005). Specific factors satisfy and inspire individual employees for high job performance (Bouckenooghe, Raja, & Butt, 2013). Since the establishment of Wa Polytechnic now Dr. Hilla Limann Technical University in 1999 and University for Development Studies, now also Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS) in 2002 to train and produce middle and higher level manpower personnel to work in organizations, no study has been conducted in these two educational institutions to determine how workers are motivated to increase work output. This study was to investigate the extent to which workers in the study institutions are motivated to increase work output. The hope was that this study would address low performance gap of workers and to also identify factors that influence workers to increase work output in the study institutions. It shall determine whether employers encounter challenges in motivating employees or otherwise.

**Objectives of the Study**

The objectives of the study were to:

1. Assess how motivation influences employees' performance.
2. Determine how financial rewards satisfy employees to increase performance.
3. Establish the extent to which non-financial rewards motivate employees as compared to financial rewards to increase productivity.
4. Ascertain challenges employers encounter in motivating their employees.

**Research Questions**

1. What are the motivations that influence employees' performance?
2. What were the financial rewards that satisfy employees to increase performance?
3. What are the extent to which non-financial rewards motivate employees as compared to financial rewards to increase productivity?
4. What are the challenges employers encounter in motivating their employees to increase performance?

**Literature Review**

Motivation is a multifaceted approach that gives employees satisfaction and also inspires them for high quality output and promote enthusiasm for more responsibilities (Armstrong, 2006). Motivation gives employees some level of satisfaction to increase productivity (Bessell, Dicks, Wysocki, & Kepner, 2002). Organizational success emerges when leaders respect workers' views and qualities as a motivation (Mullins & Linehan, 2006). According to Moynihan and Pandey (2007) organizational success depends on how employees are managed. Leadership style and rewards or incentives motivate employees to increase work output (Armstrong, 2006). An organization that motivates its workers aims at increasing profit margin (Maister, 2001). Bloisi and Vicari (2003) mentioned that motivation leads to high productivity in every organisation. Workers are unpredictable assets, but they play an essential role in every organization. For instance, one of the essential, volatile, motivated and stable workforce in any institution are workers (Kreisman, 2002). Kreisman (2002) further stated that employees are organizational asset characterised with competency, loyalty and creative skills capable of enhancing performance or workout put.

All committed and happy workers are motivated employees (Sharma & Sharma, 2017). Aside monetary rewards there are other ways to motivate and satisfy employees (Singh & Tiwari, 2011). Monetary reward cannot satisfy employees throughout their working life, especially when remunerations rates are low (Eshun, 2011). However, according to Locke and Latham (2015), money is more valuable and supersede all other incentives. Money can influence, attract, satisfy and enthuse people for high performance (Colleen, 2012). People's objective for working is to gain something out of their effort. For that reason, managers use attractive motivational packages as compensation to shape employees' attitudes to increase organizational output or productivity (Olubusayo et.al., 2014). This is because employees serve as important assets which are associated with positive attitudes capable of achieving organizational goal (Banjoko, 2013).

Any package capable of stimulating employees in monetary form to promote output can be called financial incentive (Forson & Essel, 2012). Aside monetary incentives, non-monetary methods like communication and feedback also motivate employees. According to Pfeiffer and Adkins (2006) good communication is also essential to motivate employees. Feedback motivates employees significantly (Young et al., 1998) further explained that feedback covers gratitude and praises employees received for good services rendered. For instance, feedback motivates employees in every organization. According to Adkins (2006), good communication is more influential to motivate employees. For example, interaction among employees and feedback about decision making and performance motivate employees. Studies had it that managers who give feedback motivate their employees (Malhotra, Budhwar, & Prowse, 2007).

According to Malhotra, Budhwar, and Prowse (2007), feedback also deals with the appreciation and tribute by superiors given to workers for good service performed. Feedback on goals achieved enhances employees' performance through innovation and creativity in their work (Fincham, 1999). Feedback is an intrinsic motivational tool (Armstrong, 2001). Types, variation and importance of feedback are based on individual understanding (Lunenburg, 2011). For example, a positive comment about an individual performance motivates employees (Van-Dijk & Kluger, 2004).

Reward is another package that stimulates employees to increase performance. According to Apex-Apeh, Ujoatuonu, Ugwu, and Olowu (2020) attractive payments are rewards to boost employees' performance in organizations. Giancola (2011) reviewed earlier studies and recommended rewards as a motivational approach to increase performance levels of workers. In many institutions, officials use appreciation as incentive plan to achieve good performance (Ndungu, 2017). One of the main unofficial methods of commending workers for good job done is to show appreciation (Allen & Helms, 2001). Employees' happiness increases if they are genuinely appreciated and recognised (Armstrong & Murlis, 2007). Workers feel appreciated or motivated to perform better when their salary and gratitude come unexpectedly (DuBrin, 2012). Reward covers hygienic condition of employees and recognition as motivation (Armstrong & Murlis, 2007). For example, motivation is said to come from intrinsic and extrinsic sources. According to Reeve (2009), motivation normally comes from two sources namely; intrinsic and extrinsic.

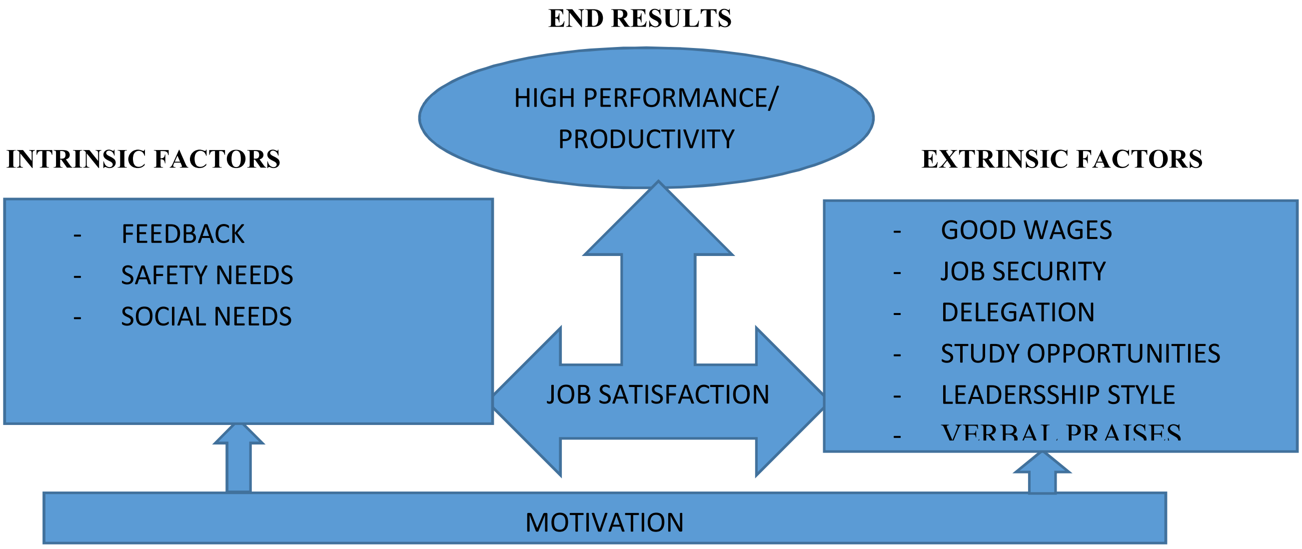
Intrinsic motivation focuses mainly on reward employees derived from the activity itself, whiles extrinsic motivation are associated to external variables like threat and monetary rewards (Cameron & Pierce, 2002). McCullagh (2005) noted that intrinsic motivation relates to individuals' feelings, competency and pride in doing something, whiles extrinsic motivation is simply seen as the engagement into an activity to attain some distinctive results. McCullagh (2005) further argued that people can either be motivated intrinsically or extrinsically, or both. Morse (2003) mentioned that in most cases 'extrinsic' incentives exist to motivate managers and their subordinates. Hackman (1980) mentioned that having experience, responsibility and knowledge about work are the three key psychological states associated with intrinsic motivation. According to Mohammad, Quoquab Habib, and Alias (2011) all sources of job satisfaction also fall into two categories: intrinsic and extrinsic satisfaction.

**Theoretical Perspective**

The study chose theory X and theory Y. This social contrasting theory was developed by a psychologist called Douglas McGregor. He labelled the theories X and Y to give two much more and accurate categorizations or predictions of employees' behaviour in an organization. These theories were first discussed in a book titled "The Human Side of Enterprise" (McGregor's, 1960) which talked about two managerial styles namely; authoritarian (Theory X) and Participative (Theory Y). These are based on two sets of assumptions which can also be called assumption X and Y. For instance, theory X is one of the assumptions that stand to describe negative perspective of people. McGregor's (1960) summary about workers in the theory X is that an employee can naturally show displeasure towards work and possibly avoid work. Based on this feeling of employees in the theory X assumptions, there is the need for employees to be guided in the following ways; (i) controlled in a very tight manner, (ii) supervised and (iii) should be directed and intimidated in a punitive manner to enable them work.

On contrary, theory Y predicts workers as internally motivated people who enjoy working for their own good without any expectation of straight rewards as compensation (Hattangadi, 2015). Such employees are also characterized as key assets for the organization that work hard internally for the employer. As a result, the manager tries to mentor or empower such workers and give them responsibilities to achieve results without direct and tight supervisions. Such workers will not only accept responsible obligations but will be yearning for them in an ideal situation (Saif, Nawaz, Jan, & Khan, 2012). This is one of the most influential theories managers can use to achieve results in their workplace.

Theoretically, managerial strategies that may increase productivity in an organization can be associated to theory X and theory Y assumptions. This can change workers' behavior and attitudes to improve their performance. This suggest that change of attitude and behavior of employees are basically determined by the strengths of employees' intention to perform a specific change to poor or bad working habits to improve services delivery. One key advantage of theory X and theory Y assumptions is that; it helps explain why different background factors at work are or not related to a given behavior of employees. For example, if workers are found more likely to be forced, threatened and empowered to work than the employees' own choice as motivation to reach self-actualization and their full potential for higher output then theory X and theory Y assumptions should be able to offer some form of explanation as to why this is the case (Carson, 2018).




*Authors' Construct, 2020.*

Figure 1. Conceptual Framework

Motivation is a magnetic force that brings satisfaction to employees. Job satisfaction elicits employees' interest to achieve organizational goal. Employees' satisfaction is based on factors such as good wages, job security, delegation, carrier advancement opportunities, leadership style, verbal praises, feedback, safety needs and social needs of employees. These factors of motivation can be categorised under intrinsic and extrinsic motivation. So to ensure job satisfaction for high job performance and productivity both employees and managers own it a duty to bring on board intrinsic and extrinsic elements to motivate employees. Both intrinsic and extrinsic motivations have a unique benefit that is why different employees have different satisfactions that entice them differently. Therefore, making an employee understand how best they have performed a task and praise them, offering study opportunities, giving better remunerations and delegating of duties will give them the greatest sense of job satisfaction for high job performance. Mentoring and given feedback inspire employees to seek creativity and brilliant ideas through intrinsic motivation for high job performance.

## Methodology

### Study Area

The study was carried out in Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University located in the Wa Municipality of the Upper West Region of Ghana. The region is one of the 16 Administrative Regions in Ghana. The region has a population of about 127,284 (male; 61,826 and female 65, 458). The region have more females than males population, they are mostly farmers and traders.

The study considered quantitative method as the most appropriate design for this study (Queirós, Faria, & Almeida, 2017). Based on the combined total population of 507 (317 and 190) employees of the two institutions and due to the large study sample size of 300 selected from the total population of 507 for this study. This is also based on the reality of circumstance that descriptive study requires more data from a study of a large sample size (Wallen & Fraenkel, 2001). The goal of quantitative research is to gain a deeper knowledge and comprehension of society. Researchers look at situations or events that have an impact on people using quantitative methods. Quantitative research generates objective data that can be expressed in plain language using statistics and numbers (Antwi & Hamza, 2015). This research method was used to obtain information from senior members and senior and junior staff of the selected institutions, involving both academicians and non-academicians who have worked with the institutions for least five years.

A closed-ended questionnaire was used to obtain the needed information for the study. Close-ended set of questions were given to respondents to provide responses. Closed-ended questions are frequently used in research because they make it possible to gather quantitative information that can later be added up to create scores, percentages, or statistics that can be monitored over time. Additionally, answering is simpler and faster. It helps in gathering quantifiable data, provides better understanding through answer choices, increases response rates from clients, eliminates irrelevant responses, encourages comparability among responses, and is easily customizable. However, a questionnaire offers the researcher some amount of speed in the data collection, it was cost effective and brought to bear high level of objectivity as compared to other primary data collection tools. The questionnaire was administered to the 300 employees of the selected institutions, closed-ended questions were provided for the respondents to freely choose the options that reflected their thoughts on factors that motivate employee for high output at work. This research adopted a 5- point Likert scale method. This method offered the respondents' the opportunity to identify among the statements that reflected their own opinions from 1-5 scale adopted for this study. This means that 1=D, 2=SD, 3=U, 4=A, 5=SA. 1=Disagree (D), 2=Strongly Disagreed (SD), 3=Undecided (U), 4=Agree (A) and 5=Strongly Agree (SA). In analysing the data, each answer was assigned a mark. Marks obtained by the respondents were accumulated with the aid of Statistical Package of Social Science (SPSS) in line with the statements chosen in order to establish differences between validity and reliability among individuals (Bell, 1993).

**Study Population**

The total study population was 507 comprising of 317 and 190 employees of Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University. Out of the 507 population, the researcher purposively selected 300 respondents comprising of 200 males and 100 females based on the Sarantakos (1993) research principles that any desire choice of respondents selected for a research study to represent the total population is done by researcher. The age groups were between 18-54 years, 50 percent of the respondents had five (5) years' working experience, 30 percent of respondents had six (6) to ten (10) years working experience and 20 percent of the respondents had more than 10 years working experience.

**Sampling**

Sampling is a process used in statistics to analyse a predetermined number of observations taken from a larger population. Sampling is used to select a smaller number out of a larger population. Purposive sampling was used to select Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University as the study institutions. Senior Members, Junior and Senior Staff of the two tertiary institutions under study were also purposively selected. The reason for their selection was to get respondents who could offer important information for the research (Kumar & Mittal, 1999). The volume of quantitative aspect of this study, data was obtained through the closed-ended questionnaire with a manageable sampled size (Sarantakos, 1993). Based on this principle, the researcher selected a total of 300 respondents (150 each per institution) as appropriate to gather data for this study. About respondents' educational background, 10 of them had PhDs, 95 had master's degree, 85 had first degree, 30 had Higher National Diploma (HND) and 40 had middle school /SSS certificate, 20 had JHS and 20 had no certificate.

**Results and Discussions**

This section deals with data presentation and analysis, findings of the study are presented in percentages. Three hundred (300) copies of the questionnaire were distributed to junior staff, senior staff and senior members of the sampled population in the table below.

Table 1: Questionnaire Distribution per Category of Staff

| S/N | Distribution Category | SDD-UBIDS | Dr. Hilla Limann Technical University | No. Distributed | No. Received | % |
|---|---|---|---|---|---|---|
| 1. | Senior Members | 50 | 50 | 100 | 100 | 33.3 |
| 2. | Senior Staff | 50 | 50 | 100 | 100 | 33.3 |
| 3. | Junior Staff | 50 | 50 | 100 | 100 | 33.3 |
| 4. | Total | 150 | 150 | 300 | 300 | 100 |

*Source: Field data, 2020.*

**Presentation of Primary Data**

**To examine how motivation influences employees' performance**

Objective one sought to investigate how motivation influences employees' performance. Respondents were asked to indicate the extent to which motivation influences employees' performance. From the information gathered, a total number of 50 (17.0%) of the respondents agreed that motivation has influence on employees' performance at work; 220 representing (73.0%) of the respondents strongly agreed that motivation has influence on employees' performance, no respondent was undecided, but 20 (7.0%) and 10 (3.0%) of the respondents disagreed and strongly disagreed respectively that motivation has influence on employees' performance. The implications are that motivation influences many employees' performance in Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University.

**To determine how financial rewards satisfy employees to increase performance**

Objective two of this study sought to determine whether financial rewards can motivate employees to increase performance. From the field data, 175 (58.0%), of the study respondents agreed that financial rewards can motivate employees to increase performance or output. Also, 116 (39.0%) of the study respondents strongly agreed that financial rewards can motivate employees to increase job performance or work output, whiles 4 (1.3%) of the study respondents were undecided, 2 (0.6%) and 3 (1.0%) of the respondents disagreed and strongly disagreed respectively that financial rewards can motivate employees to increase performance. The implication is that financial rewards can motivate employees to increase organizational productivity.

**To determine whether non-financial rewards can motivate employees to increase performance as compared to financial rewards**

Objective three sought to determine whether non-financial rewards can motivate employee to increase performance as compared to financial rewards. The respondents were asked to indicate the extent to which non-financial rewards can motivate employees' performance. According to the field data, 70 (23.0%) of the respondents agreed that non-financial rewards such as verbal appreciations, opportunity to lead projects, giving additional responsibility, scholarship packages and promotion can motivate employees to increase productivity. In all, 208 (69.0%) of the respondents strongly greed that non-financial reward factors such as verbal appreciations, opportunity to lead projects, giving additional responsibility, scholarship packages and promotion can motivate employees to increase productivity, whiles 10 (4.0%) of the respondents were undecided. Furthermore 5 (1.6 %) and 7 (2.3%) of the respondents disagreed and strongly disagreed respectively to the statement that non-financial rewards like verbal appreciation and scholarships can motivate employees to increase productivity. The implication is that non-financial rewards can also give employees satisfaction apart from monetary rewards to increase performance.

**Challenges employers encounter in attempting to motivate employees to increase performance**

Objective four sought to determine whether or not employers encounter challenges in attempt to motivate employees for high output. The respondents were asked to indicate whether employer face some challenges in motivating employees. From the analysis, 140 (47.0%) of the respondents agreed that there are possible challenges employers encounter in motivating hardworking employees; 90 (30.0%) strongly agreed; 60 (20.0%) disagreed; while 10 (3.0%) strongly disagreed. This implies that managers to some extent encounter challenges in motivating employees.

**Discussion of Findings**

The results of the study analysed indicated that motivation has influence on employees' performance to achieve organizational objective. This agrees with the work of Bartol and Martin (1998) that motivation stimulates employees' behaviour to achieve organizational goal. Similarly, Smith (1994) mentioned that in business managers use motivated staff for competition to succeed. According to Bloisi and Vicari (2003), motivation leads to high productivity in every organization which collaborates with study findings. This is also in line with Peters et al. (1982) conclusion that achievement of high productivity largely depends on employees' performance at work. Therefore, if any organization aims at achieving its objective to survive competition, it must focus more on motivating its employees. This implies that for every organization to survive competition, employees' motivation must be guaranteed in order to enhance their performance for high work output. For instance, observation from the study also revealed that environment safety and in-service training are motivational factors with the potential of enhancing productivity. This supports the idea of Blanchard and Thacker (2007) that safety work environment and training motivate employees and lead to high productivity. Similarly, Certo (2006) argued that incentives alone do not lead to impressive performance without utilisation of skills, logistics and time. Therefore, one can posit that many factors go to enhance employees' performance.

The study indicated that financial rewards have the greatest ability to give employees the needed satisfaction to increase performance. This agrees with the views of Feldman and Arnold (1983) that employees' cherished incentives are things that give them the most satisfaction to come out with outstanding job performance. This further agrees with the scholarly work of Bessell et al. (2002) that motivation gives employees some level of satisfactions to increase productivity. This is again in line with the study of Stanley (2012) that money can influence, attract and satisfy people for high performance. This means that motivated employees are satisfied workers who will enhance their performance.

The study also shows that non-financial rewards such as verbal commendations, recognitions, promotion, feedback and receiving additional task motivate employees to enhance performance and productivity. This finding of the study agrees with the view expressed by McCoy (2000) that managers use non-monetary incentives like verbal appreciation, love, care and recognitions to motivate employees. Additionally, this study gathered that non-financial rewards also stimulate employees to enhance job performance in attaining organizational goal apart from financial rewards. This is in line with the study's theory, that "theory y" workers are internally, motivated people who enjoy working for their own good without any expectation of straight rewards as compensation (Hattangadi, 2015).

The findings further agrees with the opinion of Dambisya (2007) that managers use non-financial incentives packages such as welfare packages and working conditions to attract employees to promote business success. Also, Mullins (2007) holds the same view that organization success emerges when leaders respect employees' views and qualities. Additionally, this supports the position of Adkins (2006) that, communication is essential to motivate employees. The implication is that non-financial incentives can essentially inspire and satisfy committed employees for high job performance vis a vis financial rewards. Therefore, motivation can influence employees' work output in the study institutions towards the attainment of their goals and make employees happy. This goes to support Armstrong and Murlis (2007) research finding that, employees' happiness increases if they are genuinely appreciated and recognised.

Finally, it emerged from the study that, employers or managers encounter limited financial challenges to motivate employees. Other challenges identified include; changing work force, various needs such as expectation of employees and poor financial system of the organisations. From the analysis, it was discovered that most managers have the desire and interest to motivate and retain dedicated staff. This supports the view Deci, Ryan & Guay (2013) that inspiring managers put in motivational effort to retain workers for completion of tasks. But such plans are not sustainable due to the aforementioned challenges identified. However, without fair incomes as a motivation to induce employees to increase performance, managers will face a challenge of attracting and satisfying workers.

This implies that even though money is highly appreciated by employees it does not buy happiness and/or loyalty which are key qualities of employees.

## Conclusion

To conclude, the following essential study findings can be highlighted. From the data, it was observed that staff of both Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University had more males than females and more graduates and undergraduate certificate holders than non-graduate and non-undergraduate certificate holders. It was further observed that motivation influences employees' performance at the Simon Diedong Dombo University of Business and Integrated Development Studies and Dr. Hilla Limann Technical University. Although, respondents noted that motivation alone does not spontaneously lead to increase in productivity and employees' performance. Generally, it is worth noting that respondents were quick to mention that training, available logistics such as computers and internet facilities were very important in enhancing performance and productivity. Also, financial rewards were noticed as paramount motivational factor capable of increasing work output and performance of employees. Another major reality is that non-financial reward was considered important as it influences employees to increase productivity and performance in comparison with financial rewards. Employees strongly expressed their feeling on the challenges that hinder managers in motivating them.

## Recommendations

The study came out with the following important recommendations. First and foremost, as the study indicated that males are more than female employees, the Governing Councils and Appointments Boards of these two institutions studied should consider gender inequality when recruiting new staff to close disparities in the gender gaps identified.

One of the major findings that emerged from the study was that employees highly appreciate non- financial rewards as compared to financial rewards. So managers should focus more on non-financial rewards such as promotion, verbal appreciations or commendations for job well done, assigning deserving employees more responsibilities and also give employees in-service training to motivate them for higher performance. This will importantly and partially help solve the challenges confronting managers in motivating employees due to limited funds. Finally, it is recommended that organizational policies should be made to address some challenges managers encounter in motivate their employees to give them satisfaction to boost their performance at work.

## Implication for policy and practice

From the study, policy implication can be drawn for effective application of administrative practice. The study came out with the following important recommendations, first and foremost the study indicated that males are more than female employees, Governing Council and Appointments Bodies of the study institutions should close the gender inequality gap by recruiting more females. The policy implication is that it will ensure general equity, women empowerment and inclusive public administration to achieve more peaceful, prosperous and sustainable society for the country. One of the greatest concern noted by the study was that employees highly appreciate non-financial rewards than financial rewards. So managers should focus more on non-financial rewards such as accelerated promotion, verbal appreciations or commendations for job well done, assigning deserving employees more responsibilities and given employees in-service training and motivate high performers. The implication is that government will spend less monies on it limited funds to motivate workers to increase National Gross Domestic Product (GDP) for the country to achieve its middle income status objective.

Finally, since limited government funding remains a major challenge in motivating employees it is recommended that internal generated funds should be initiated through consultancy services, research and certificate programmes to get money to motivate employees. The implication is that satisfied employees boost the image of the institution and attract more internal students and faculty to open employment opportunities.

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