

The Impact of Employee Motivation on Employees Operational Performance in the Ghanaian
Large-scale Textile Manufacturing Industry

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Administration

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DECLARATION

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DEDICATION

This thesis is dedicated to my dad, William Agyei and Mum, Helena Agyei, who raised me, supported and encouraged me to further my education to the Doctorate level. It is also dedicated to my siblings for all their support. Finally, I dedicate this to Caitlin Bonsor my partner and my two lovely sons, Raurie Agyei and Reagan Agyei for their love, understanding and support throughout this journey.

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LIST OF ACRONYMS

GTP	Tex Styles Ghana Limited
ATL	Akosombo Textiles Limited
GIPC	Ghana investment promotion centre
MOT	Ministry of Trade
GDP	Gross Domestic Product
WTO	World Trade Organisation
OECD	Organisation for Economic Co-operation and Development
SPSS	Statistical Package for the Social Sciences
ERG	Existence Relatedness and Growth

ABSTRACT

This study evaluates the impact of employee motivation on employees' operational performance in the large-scale textile manufacturing industry in Ghana. It focuses on contributing to the revival of the textile industry in Ghana, a major contributor to the country's GDP. This study also seeks to explore in detail the Ghanaian large-scale textile manufacturing industry with a focus on the employees in the industry, to identify the factors that can enhance their operational performance and in turn increase productivity.

This study also seeks to fill the gap and academic challenge in this area of study, thus although studies has been conducted on employee motivation and operational performance, there is limited research on the link between employee motivation and employees' operational performance especially in the large-scale textile manufacturing industry. This research therefore contributes to literature in this area of research with the focus in the Africa region.

A mixed method approach that draws from pragmatism is used to gain rich data. The quantitative data was obtained using questionnaires from 195 respondents, employed at two indigenous large-scale manufacturing textile organisations in Ghana. The qualitative data was distinctively obtained using interviews, which were conducted with 7 key informants from these organisations. The study, however, made use of analytical methods which were Pearson correlation analysis and a linear regression analysis for the quantitative data whereas a content analysis technique was applied to the qualitative data.

Empirical evident from this study showed that employee motivation has an influence on how employees perform operationally. It was also evident that 3 operational performance objectives which were quality, flexibility and delivery was relevant to the Ghanaian large-scale textile manufacturing industry leaving cost as non-significant after conducting a factor analysis. Based on this dimension this study proposes a link between employee motivation, intrinsic motivation, extrinsic motivation and employees' operational performance, quality, delivery, and flexibility operational performance. Moreover, the study also proposes distinctively that there is no significant relationship between intrinsic motivation and operational delivery and flexibility performance. Some main motivation factors identified in the study which impacts on employees' operational performance were the working environment, training and development, interpersonal relationship, promotion, and rewards.

This study therefore concludes that employee motivation influences the operational performance of employees in the Ghanaian large-scale textile manufacturing industry. However, it also concludes that, intrinsic motivation does not have a significant impact on the employees' delivery and flexibility performance, hence an implication that the Ghanaian large-scale textile organisations need to focus on motivating employees extrinsically rather than intrinsically in terms of the performance of employees regarding how they adopt quickly to different task and targets as well as meeting set deadlines, thus flexibility and delivery. The study also recommends that, the large-scale textile manufacturing industry in Ghana must prioritise on enhancing both intrinsic and extrinsic motivating factors such as working environment, training and development, interpersonal relationship, promotion, and rewards in order to enhance the effectiveness and efficiency of employees' operational performance. Lastly, recommendations for future studies are presented.

Chapter 1: INTRODUCTION

1.1 Introduction to the Study

The complexities of the business world have had influence on individuals in the complex business environment and organisations as well. Motivation generally plays a role in individual lives since every individual somewhat needs some sort of motivation in their everyday lives. This therefore relates to employees of every organisation as justified by studies carried out by (Maslow, 1943; Herzberg, 1959), just to mention a few. Following their studies, they contend that every individual in one way or the other needs some sort of motivation.

Employees play a vital role in the success of organisation however, according to authors like (Katou, 2013; Varma 2017; Berend et al. 2019; Kate 2020 etc.) employee motivation is closely linked to employee performance, commitment and organisational productivity and profitability hence motivation plays an essential role in improving the performance of employees leading to organisational success (Iqbal et al. 2020).

Organisations achieving their goals is of great interest to them but to fulfil the mission and vision of organisation, human resource is highly significant in achieving success (Nel et al., 2014). This relates to the fact that the performance of employees is very important for achieving organisational goals and success hence designing policies and systems, re-evaluation (Kakkar et al. 2020) and enhancing management styles to boost employee performance is essential (Harmon, 2007).

Moreover, according to Adu-Akwaboa (2010) one of the rudimentary necessities of man, amongst food and shelter is clothing which is made from textile. Despite, the second priority to food is clothing, individuals can go unnoticed if they do not have food or shelter (Madichie 2020) but a person would be noticed and may be termed in this civilised modern world as insane if he or she goes without clothes (Agyemang, 2001). This makes the textile industry is a very significant one in the world and has been one of the backbones for evolution of industrialisation in Europe and many countries (Sugihara 2019), due to its indispensable necessity to man with high demand (Major, 1986).

The Ghanaian large-scale textile industry according to Ministry of Trade and Industry (2004) posits that it was a vibrant one, which did not only see to the basic necessities of individual but

also created jobs and contributed greatly to the economy thus, contributed to 27% of manufacturing in the nation's GDP and employing about 25,000 to the labour force. The industry has since then declined due to inconsistent government policies leading to the shutdown of some of these large-scale textile industries (Howard, 2016) and causing the redundancy of employees from 25,000 in the year 1975 to 7,000 in the year 1995, 5,000 in the year 2000 (Ministry of Trade and Industry 2004) and in the year 2005 to 2961 (Quartey,2006).

Despite the decline of the Ghanaian textile industry, Government has put in place policies to revive the industry (Ghana Business News, 2016). According to the Ghana investment promotion centre (GIPC) which is operated under the office of the president, the government's policies set in the reviving and improvement of the textiles industry are to upsurge employment prospects, to expand and diversify the economy and as well promote both national and external investment (Ghana investment promotion centre, 2020).

There is therefore the need to manage existing employees in the industry to enhance their performance, to positively influence the success of the Ghanaian textile industry. The current situation of the Ghanaian large-scale textile industry has attracted foreign competitors. Therefore, for indigenous textile firms to survive, human resource as a competitive advantage is vital to success. Relatively, few studies have focused on employee motivation in the large-scale textile manufacturing industry in developing country such as Ghana. Thus, an empirical study is therefore deemed necessary, to investigate the impact of employee motivation on employees' operational performance in the largescale textile manufacturing industry in Ghana.

1.2 Background to the study

Employees in various organisations and industries, in this age are considered to be a strategic human resource for attaining competitive advantage. However, according to Kamoche et al. (2015), organisations in the Africa region struggles to find, develop, and retain effective and efficient employees suitable for sustainability in achieving competitive advantage, hence impacts and weakens their ability to compete (Spies, 2011). The challenges faced by the companies includes investing in employees' training and development, low-level of critical expertise in abilities in relation to a competitive workforce (Mitra et al. 2011), implementation of foreign talent management practices instead of local practices to align with the

organisational culture (Bagire 2015), poor working conditions (Webster and Wood 2005) as well as poor recruitment and advancement practices (Okpara and Wynn, 2008).

The challenges faced by companies in the African region can support empirical evidence of studies which concludes that there is a link between human resource management and performance (Nel et al., 2014). However, according Paauwe et al. (2013), increasing the performance of organisations is one of the main goals of human resource management, whilst gaining competitive advantage through the workforce and several HR practices (Pfeffer, 1998). Nonetheless, in today's business world, there are possibilities of high competition due to the modern ways of doing business such as using social media, hence focusing on enhancing performance is key for the success of organisations (Li et al. 2021). Motivation plays a role in enhancing employees the performance of employees and this can be justified by a study conducted by Hafiza et. al (2011), whose research concludes that several motivation factors such as training and development opportunities, working condition, employer-employee relationship, job security and company policies on rewards, impacts on employees' performance.

Armstrong (2010) discusses that organisations must focus on how employees can be best motivated because this will result in a sustainable high level of employee performance and the performance of the organisation. This can be related to the resource-based view theory, respective with the VRIN framework, (Barney and Clark, 2007) which classifies employees as an asset. Employees are an asset because they possess skills and capabilities which benefits the organisation, hence, can serve as a competitive advantage to the organisation if they are protected and retain from competitors by treating them as a valuable and exceptional asset. This can be achieved by motivating employees in a competitive way, thus, meeting the motivational needs of employees to make them more committed.

Research conducted by Kreisman (2002), postulated that, employees of organisations which are competent, dedicated and very productive is a result of keeping them well-motivated with stability and certainty, thus making them feel as, a valuable asset. Nonetheless, Hafiza et al. (2011) found that, motivation factors such as working conditions, job security, employer-employee relationship, training, and development as well as reward policies and procedures; affects the performance of employees. It is evident that motivation plays a role in the performance of employees, hence having an impact on employee's operational performance.

Majority of studies conducted (eg: Knippenberg 2000; Thibault Landry et al., 2017 etc) in this scope usually focuses on the relationship between motivation and employee performance, organisational performance, employee commitment, job retention among others, hence can justify the role motivation plays in the success of organisations. For instance, a study conducted by Filipkowski and Johnson (2008), was focused on examining the relationships between factors such as organisational commitment, job insecurity, employee turnover, absenteeism, and employee performance in the manufacturing sector. The study found a positive correlation between job insecurity and potential employee turnover, hence evident that job security as a motivation factor has a link between retaining employees and enhancing their performance.

Motivation is therefore relevant when it comes to managing the needs of employees in order to impact on their performance. In addition, Kahya (2007) conducted research on some factors that affect performance, such as salary, education, working conditions and was found that, several factors affected employee performance. Nonetheless, Wheelan (2010), justifies these findings in research conducted, that education and training employees about operational aspects of their jobs increases the performance and productivity of employees.

The above discussion is evident that motivation is central to the operational performance of employees which also reflects on the operational performance of the organisations. However, this area of research thus, the relationship between employee motivation and employee's operational performance in developing countries such as Ghana still must be understood. This current research therefore focuses on the motivation of employees, its link and impact on employees' operational performance in the Ghanaian large-scale textile manufacturing industry.

1.3 Problem Statement

The textile industry was vibrant, created jobs, thus employed about 25,000 workers in Ghana (Quartey, 2005) and contributed greatly to the economy (Oxford Business Group 2021). The performance and production of high-quality products attracted local, African and the international market. However, this industry did not just employ many Ghanaians but also contributed to the country's GDP (Ibrahim et al. 2017). This industry has over the years faced challenges which resulted in the closing down of production of some companies, hence causing

a high rate of redundancy (Sackey 2011). A major challenge faced by the industry is from foreign competitors whose strategy are focused on low prices to beat the local manufacturers.

Also, the attitudes of some Ghanaian textiles' workers have been an issue (Tsekpo, 2020). Issues such as under invoicing and over invoicing, theft, non-motivated attitude towards work, bad customer care practices, absenteeism and bureaucracy have combined to hasten the decline of many of the textile companies in Ghana (Lokko, 2012). The industry which boasted of over 20 large scale textile manufacturing factories during the mid-1960s, with a high employment rate, apparently has only four surviving large-scale textile manufacturing companies and employing less than 2500 employees (Bruce-Amartey et al., 2014).

This calls for attention because in order to gain competitive advantage, the survived large-scale textile manufacturing companies must focus on managing employees to their very best in order to enhance effective, efficient, highly productive and committed employees. For instance, if employees are highly motivated, committed and focused on the success of the organisation, the cost of wastage and damages may be reduced during operations hence can contribute to the organisation focusing on low pricing of the end product in order to beat the foreign competitors.

Nonetheless, in order for the textile manufacturing companies in Ghana to survive the problems of the industry, a productive, motivated, and creative workforce is needed hence there is the need to determine what motivates employees and its impact on their operational performance. This study therefore attempts to determine how employee motivation affects their operational performance whilst understanding what really motivates employees to perform to their maximum best in the Ghanaian large-scale textile manufacturing industry. This framework should optimistically, contribute to the effective implementation of motivation practices in the Ghanaian large-scale textile manufacturing organisations and enhance the overall performance of employees and the organisations.

1.4 Research Aim

The research aims to evaluate the impact motivation has on employee's operational performance in the large-scale textile manufacturing industry in Ghana. The relationship and the effects of motivation influencing how employees perform operationally will be determined. However, to achieve the set research aim, some objectives and questions have been set by the researcher as a guideline outlined below:

1.5 Research Objectives

1. To assess the impact of motivation on employees' operational performance in the large-scale indigenous textile manufacturing industry.
2. To examine the influence of intrinsic motivation on employee's operational performance in the large-scale indigenous textile manufacturing industry.
3. To assess the influence of extrinsic motivation on employee's operational performance in the large-scale indigenous textile manufacturing industry.
4. To investigate the nature of employee motivation in the large-scale indigenous textile manufacturing industry.

1.6 Research Questions

In order to achieve the research aim, the above objectives have been set to guide this research. However, these objectives cannot be achieved without the research questions set below. Each research question contributes to achieving the aim and objectives for this research. Thus, research question one aims to contribute to achieving the results for objective one, whereas research question two, three and four also aims to contribute to the results for objective two, three and four respectively. The research questions are outlined below:

1. How does employee motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
2. Does intrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
3. Does extrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
4. What is the nature of employee motivation in the large-scale indigenous textile manufacturing industry in Ghana?

1.7 Significance and Justification of Study

Many studies have been conducted on the link between motivation and performance. An example of such a study was conducted by Ackah (2014) in the manufacturing sector of Ghana; however, using a qualitative approach, the results of the research showed that, there is a link

between employee motivation and performance. Ackah (2014) and most research (eg. Irinel 2012) conducted in this scope of study adopted either qualitative or a quantitative method, however, this research seeks to explore the mixed method (Quan-qual) with the foundation of the pragmatist philosophical stance, to achieve the results of this research, hence justifies the need for this study.

Another study by Bao and Nizam (2015) concluded that motivation has link with performance. This study was conducted using a quantitative approach and argued extensively on the impact of motivation on employee performance. Although, the findings of Bao and Nizam (2015) concluded that there is a link between motivation and performance in the electronic manufacturing industry in china, their studies recommended that future research focuses on other industries. These extant studies and recommendation, also justifies the significance of this research area, thus, this area of research is a broad one which must be continuous, in order to identify the role motivation plays in influencing the performance of employees in the textile manufacturing industry.

Also, many of studies conducted, has focused on different industries including the manufacturing industry for example (Seppala 2016; Adkins 2015 etc), nonetheless, with regards to the scope of this study, which is restricted to the Ghanaian context, there is limited studies which focused on the manufacturing sector and the textile industry. This study will also explore some issues faced by employees in the large-scale textile manufacturing industry In Ghana. With regards to the issues discovered, it will help managers to become fully aware of what motivates their employees hence justifies the significance of this study, as it will help them in preparing reward and motivational policies to enhance performance and productivity.

The textile manufacturing industry in Ghana has over the years declined in its ability to employ more workers. That is, it employed about 25,000 Ghanaians in the 1970s but apparently employs only about 2000 Ghanaian (Kale-Dery, 2018). This calls for attention for researchers to explore and investigate this area of study and, therefore justifies the significance of conducting research in this sector. The findings of this study will therefore contribute to the long-term sustainability and success of the textile manufacturing industry which also contributes to the nations GDP. It will serve as a reference point for future researchers or students, whose interests is in this area of study.

The current study also fills a gap in this industry for researchers or policymakers, as there is limited research conducted to determine the link between motivation and operational performance in the manufacturing industry in Africa region. Thus, justifies the need for conducting a pragmatic study to determine, the impact employee motivation has on employees' operational performance in the Ghanaian large-scale manufacturing industry.

1.8 Organisation of Study

The current thesis is presented in seven chapters and parallel with the steps taken to achieve the results of this research. The first chapter, thus, Chapter one was an introduction of the chosen topic for the thesis, which outlined and justified the need for this study. Chapter two focused on the literature review of key perception of the study. Theories and extant studies which is the underpinning of employee motivation and operational performance were acknowledged and discussed.

Chapter three presents the method adapted for this research, thus it elaborates on the philosophical underpinning, identifies the population and sample used for the study, as well as outlines the data gathering and analysis techniques used.

Chapter four discusses the process for the quantitative data analysis. Chapter four precisely, explains the data cleaning procedures, thus the data collection instrument was tested for the reliability and validity of the data, developed new constructs variables for the study after factor analysis as well as a restatement of the hypothesis. It then presents the results of the quantitative analysis using main statistical techniques thus, Pearson's correlation analysis and regression analysis.

Chapter five was focused on the qualitative data gathered and analysis. This highlights on how the interviews were conducted and how the data were analysed, thus discussed the major contents developed from each interview.

Chapter six presents a thorough discussion of the results and findings gained from the study. This chapter, therefore, used the findings obtained from the quantitative data analyses and supported it with some findings obtained from qualitative data analysis, whilst relating it to the propositions outlined for this research.

The final chapter, that is, Chapter seven presents a conclusion of this research. It specifically discusses the research overview, meeting the aims and objectives of this thesis, the key findings, whilst discussing the contribution of the study to this area of knowledge. It also presents the implications to theory and practice as well as discussed, the research limitations, delimitations, and recommendations for any potential future research.

1.9 Summary

This chapter was focused on introducing this research. It highlighted the background to the study and identified the problem statement. The research aim was then discussed with some objectives which were set for this research. However, to achieve the aim and objectives of this research, there was a need to deduce some research questions in order to find solutions to the objectives. The significance of the study was also highlighted and concluded this chapter with how this research will be organised.

Chapter 2: LITERATURE REVIEW

2.1 Introduction

This chapter of the study presents an overview of theories and existing studies in this area of studies thus an underpinning knowledge of employee motivation and operational performance of employees. It has been noticed that a lot of research has been conducted and focused on the relationship between employee motivation and performance rather than employee motivation and employees' operational performance. It has also been noted that research in this area of study was more concentrated in other business sectors such as retail, finance, fashion, and service sector amongst others, rather than the textile manufacturing sector which is a contributor to most countries GDP. However, the literature reviewed in this chapter has a limitation, thus it focused on issues critical to understanding the impact of employee motivation on the operational performance of employees, which is the subject area of the current thesis.

There was a need to understand the history of Ghana and how the manufacturing and textile industry performed in the past years. The economy of Ghana was also relevant to review literature, to be able to understand the role the textiles manufacturing industry plays in contributing to Ghana's GDP. Nonetheless, a review of literature on the global textile industry and the Ghanaian textile industry was done, to get an understanding of how important this industry is, globally, as well as the need to conduct a study in this scope with regards to the current state of the textile manufacturing industry in Ghana.

This is followed by a brief overview of Human resource management which relates to understanding the link between motivation under this school of management. A brief literature which pertains to understanding the concept motivation, thus in terms of how it is understood is then discussed. This provides a foundation for understanding motivation. This is followed by literature reviewed on some theories of motivation, to get a theoretical understanding of motivation. Employee performance and operational performance is the next literature reviewed in order to get an understanding of its link to employee motivation whilst understanding the operational performance objectives.

The conceptual framework and the research hypothesis deduced is also discussed thus establishing the proposed link between employee motivation and operational performance.

Finally, issues explored from the existing literature reviewed is presented as well as a summary of the chapter.

2.2 Brief History of Ghana

Ghana which was known before as Gold Coast is a country located in sub-Saharan Africa and was the first country to gain independence politically from European colonisation in March 1957 (Donna et al., 2018). Ghana became a beacon of other African countries to fight hard to also gain independence after this period. Ghana has 10 regions on its map and has its capital known to be the Greater Accra region, however, Ghana is part of west Africa and shares a border with Burkina Faso, Cote d'Ivoire, and Togo (Boateng, 1966). After the first prime minister was installed by the British colonial government in 1951, a massive economic evolution and growth occurred, and this depicted in the building of numerous schools, transport infrastructure, and an establishment of a port city just 15 kilometres off the capital, Accra (Jack, 1977). The country's evolution of industrialisation began in 1966 when they completed a hydroelectric dam for a wide production and distribution of electricity.

From this period of industrialisation, the country faced a series of political uncertainty and went through 4 coup d'états to takeover three civilian and one military government (Donna et al., 2018). This caused the instability of the governments until 1984 which marked a beginning of political certainty until recently (Apter, 1972). The country obtained a stable and certain democratic governance from the year 1992. Ghana is rich in a variety of natural resources which has being the backbone of its GDP and some of these resources are cocoa, gold, timber, industrial diamonds, bauxite, manganese, fish, rubber, petroleum, cotton amongst other. As at 2017, the country has a population of about 29 million (World bank, 2018). Apparently, Ghana is one of the countries that practice high quality democracy despite its history of military rule.

2.3 The Ghanaian economy

The Ghanaian economy over the years has been on an upward growth but however faces challenges with growth, sustainability, and redistribution. According to the World Bank (2013) Ghana was ranked 85th as one of the world's largest economies with a Gross domestic profit of about \$40.7 billion as at 2012. Ghana as part of the Economic community of west African states was ranked as the second largest economy, leaving Nigeria as the first with a total GDP

percentage of 10.3% in the sub-region (Anaman, 2004). For over three decades, Ghana's economy has been very strong because of strong economic reform policies and programmes by the government. This economic success over the three decades through reforms made Leechor (1994) posit that Ghana's economy is a leader of economic reform process.

Between the years of 1984 and 2010, 5.2% annual growth was verified in Ghana hence, Ghana turned out to be a lower, middle-revenue country after rebasing price index of the national accounts in 2010 but Ghana's annual growth increased to 8.3% from 2017 to 2012 as a result of the rebasing (Paul et al., 2013). In 2011, Ghana was recognised as one of the six countries with a fast-growing economy and this was a result of discovering and beginning a commercial production of oil which contributed about 5.4% oil GDP to the real GDP of 15.0% in that year; however, despite, this recognition Ghana obtained, concerns were raised about the value of growth in the economy in relation to employment (Baah-Boateng, 2013), inequality as well as general life developments of the Ghanaian people. This raised questions in the policy makers minds with the issues of sustaining the economic growth. This was argued by Aryeetey et al. (2001) who posited that there was a lack of appreciation of the sustainability of growth since there is a low relationship of meaning between the growth figures and its impact on the Ghanaian livelihoods.

Ghana's strong economic growth reflects an open-minded economic strategy which was supplemented by foreign aids and investments and increased the degree of investments especially in the public sector (Paul et al., 2013). These high inflows contributed to a high spending on infrastructural developments such as schools, transport, hospitals amongst others. Aryeetey and Tarp (2000) justifies this by stating that this growth from the 1980s originated from the increment of soliciting capital leading to increased support inflow. Ghana's economic growth has a pattern which depicts a significant variety by sectors and reflects in the dissemination of the nation's productivity (Aryeetey and McKay, 2007). However, economic growth has been very dominance in the services and industry sector which is a result in the shift of sectoral supremacy from agriculture to services (Addo, 2017). The national output of the industrial sector as a contributor from 1984 to 1988 increased from 13% to 27% with regards to an excellent growth performance from the mining and construction sub-sectors. The industrial sector however had a massive breakthrough as well when in 2011, oil production began in viable quantities hence impacted positively on the industrial growth rate to 41.6% (Alagidede, 2011).

Nonetheless, the manufacturing sector also experienced an increasing growth since the reform period of the 1980s whilst contributing to an increased share in the GDP during the early 1990s from the late 1980s (Agyeman-Duah, 2008). The economic reform policy on foreign exchange restrictions to be removed aided in the boost of manufacturing firms through the importation of equipment's for machines and plants, raw materials, spare parts amongst others. Despite the breakthrough of the manufacturing sector, it suffered a depreciation in the growth rate, causing a decrease of share in GDP from 10.2% in 1996 to 6.9% in 2012 (GSS, 2012). The subsector under manufacturing also suffered and is still battling with the unstableness of the domestic currency, cheap imports, unreliable energy supply, high-cost credit as well as weak infrastructure base, and has therefore caused a low satisfaction in competitiveness in the local manufacturing businesses in the free open-minded trade setting (ISSER, 2012).

The agriculture sector which was considered the backbone of the Ghanaian economy also declined its major output from 49.0% in 1988 to 22.7% in 2012 (GSS, 2012). As of April 2018, the Ghana statistical service posited that the economic growth had increased by 8.5% from 3.6% in 2017, however this is as a result of the mining, oil and Agric sub-sectors being risen, high and stable respectively (GSS, 2018). According to the data in 2020, the economic growth has increased to about 4.9 % in the first quarter of 2020 which is less than 6.3% in 2018 (GSS, 2020). This literature on the Ghanaian economy makes it evidential that the economy has not been a stable one hence draws for attention to policy makers, scholars, and researchers.

2.4 The Ghanaian Manufacturing industry

After Ghana gained independence in 1957, the then government introduced an industrialisation policy in order to increase the share of GDP in the manufacturing sector and this resulted in a 10% increase in 1960 to 14% increase in 1970 (Enu and Havi, 2014). This expansion policy by the government on the manufacturing sector brought about the establishment of a variety of large manufacturing companies and this included Volta Aluminium company, timber processing plants, cocoa processing plants, breweries, cement manufacturing, oil refining and textile manufacturing amongst others (Anaman and Osei, 2009). However, the sustainability for these manufacturing companies was an issue since problems such as poor management, overvalued nation's currency, and lacks hard currency for raw materials and spare parts sent the manufacturing industry into a stagnation in 1970 to 1977 whilst declining in 1977 to 1982 (Ackah et al., 2013).

After the stagnation and decline of this sector, there was not a full recovery from the challenges hence its performance continued as weak into the 1990s (Addo, 2017). The industrial capability which had been pervasive since the 1960s due to low utilization improved averagely in the 1970s on medium to large-scale factories in 1982 to 21% (Enu and Havi, 2014). Moreover, in 1989 when the economic reform policies (ERP) began it improved the foreign exchange supplies for importing machines as well as fuel significantly improved, and capacity exploitation increased to approximately 40.0%. the evolution of the Ghanaian manufacturing industry began with the creation of 1,186 megawatts from a hydroelectric dam which at the time, an aluminium manufacturing company (VALCO) consumed about 60% of the hydroelectricity, produced and producing about 200,000 tons of aluminium yearly in the 1970s (Aryeetey and Moyo, 2011). Due to global economic changes such as the discovery of a huge bauxite assets in Australia and Brazil, as well as drought concerns, the aluminium manufacturing industry in Ghana was drastically affected as well as a global recession in the aluminium trade since Australia and Brazil over supplied minerals (Addo, 2017).

The manufacturing industry during this period underwent a variety of challenges such as currency devaluation amongst others but the ERP strategies put in place contributed to unrestrained imports, free market forces, privatisation hence encouraged local manufacturing enterprises (Baah-Boateng, 2013). In 1999, the manufacturing growth rate was up to 4.8% but decreased in 2000 to 3.8%, however, despite the percentage difference was 1.3% less than in 2000, there was a projected figure of 5.1% in 2000. The association of Ghana industries supports that in the year 2000 its members were able to achieve profitability and production targets of 9% and 21% respectively. (GSS 2018),

The Ghanaian manufacturing sector continues to be the centrepiece of the industrial sector since it contributes to over half of its contribution to the GDP. Nonetheless, between the years of 2005 to 2006, the sector began to be depreciated in terms of its GDP contribution thus it went from about 1823.5 GHS million in 2007 to 1801.3 GHS million in 2007. However, the growth of the manufacturing sector increased in GDP in 2008 to 1867.9 GHS million but decreased again to 1843.6 GHS million in 2009 showing how unstable the sector is. There was an improvement in the sector's GDP from 2010 as 1983.7 GHS million to 2354.6 GHS million in 2013 where it decreased in 2014 to 2335.2 GHS million. The manufacturing sector has been appreciating in its growth rate in terms of GDP from 2386.9 GHS million in 2015 to 2543.0 GHS million in 2017 as shown in figure 2.2 below (GSS 2018).

The above discussion on the Ghanaian manufacturing industry after the country gained independence until recently, 2017, gives a clear representation on how this sector is vital to the economy of Ghana. This industry includes manufacturing industries such as electronics, car manufacturing, automotive manufacturing, aluminium, beverages, chemicals, pharmaceuticals as well as textiles manufacturing. However, in comparing the Ghanaian manufacturing sector to other countries developing, the percentage of GDP value added for most developing countries were falling as well as Ghana's value added as a percentage of the GDP is low making it evidential that strategies impact the manufacturing output in Ghana. Enu and Havi (2014), postulates that, the decrease in the growth rate of the manufacturing sub-sector is a result of elements such as high lending rate, inflation, depreciation of the currency, high utility charges, the influx of cheap imported products, outdated machine, and equipment amongst others. This therefore calls for scientific research in this sub-sector in other to identify the challenges affecting the sector hence this study to evaluate the impact of employee motivation on employee performance in the Ghanaian textile manufacturing sector is relevant to the sector.



Figure 2. 1: Ghana GDP from manufacturing

Source: (GSS 2018).

2.5 Brief Overview of The Global textile industry

The textile industry has an impact on nearly every living human being on earth and its current industry is worth about \$3 trillion worldwide (Strijbos, 2018). The global textile industry is projected to employ between 20 million to 60 million individuals worldwide (Brenton and

Hoppe, 2007). Considering developing countries, employment in this industry is vital since it is a great contributor to the growth of their economies. The global GDP records that the textile industry contributes about 2% of its GDP and justifies a vast part of the world's leading manufacturers of textiles (World Trade Organisation, 2018).

For the past 40 years, the textile industry worldwide has undergone drastic major changes with consideration of the organisation structure, production structure, sales methods as well as technology. The textile industry globally, has been labour intensive but the induction of huge investments in the industry caused the reduction of labour, especially in the former world leaders of textile production (Gereffi and Memedovic, 2003). However, whilst the developed countries focus on production reduction, workforce reduction, consistent technology inventions, product promotion, they achieve this by outsourcing their production to other countries and developing areas in the global textile industry causing them to gain cheap labour cost as well as cheap sources of raw materials (Nordas 2005). This has resulted the developing textile industry to be involved globally in international flow of trade and a strength in the export sector of developing countries.

The global textile industry has been undergoing a threat from the developing countries such as Asia amongst others since they deal with a cheap labour cost as well as the local manufacturing of textile natural raw materials hence has reduced the monopoly in developed countries in the international textile trade market (Enes et al. 2013). The consistent and drastic competition and pressure from the developing countries caused the developed countries to implement strategies and policies for market protection as well as restructuring the textile industry to endure the local and international markets (Gereffi and Memedovic, 2003). The restructuring of the developed countries' textile industry has been done overtime and resulted in the modern technology for mass production, investment in scientific research in synthetic fibres amongst others to maximise their profits (Nguyen et al., 2013). The pace at which the textile industry moves is uneven, as well as the structural changes in national economies causes a variety in the relative shares of both developed and developing countries. The significance of the global textile industry is an obvious one hence individual nation must invest and research on the industry in order to meet the competition from other countries globally.

2.6 The Ghanaian textile industry

As the global textile industry is an important industry for the global economy, so it very important to the Ghanaian economy and this has been the case since the mid-seventies where it resulted in income generation, employment, and exports (MOTI, 1973; Quartey, 2006). The textile industry dominated in the manufacturing sector of Ghana whilst contributing to the livelihood of Ghanaians. Quartey (2006) further posits that industrial evolution has been known as the backbone for economies to ensure growth and sustainability in the global world, hence Ghana strategized to adopt modern industrialisation in order to move the country, from just agriculture driven to industrial hence the development of industries for production of goods.

Before the seventies thus 1960, Ghana was dependant on other countries such as the United Kingdom amongst others for textiles as well as manufactured products. Osei-Bonsu (2001) discusses that it was the desire of the then government to develop industries to boost the economy but was capital-intensive, but the evolution of Ghana's economic policies made this possible and led to the establishment of large-scale textile factories in the early 1960s. He further discusses that, the development of textile plants was an important strategy for the government's industrialisation plans since the textile industry was known to be a vital consumer good with reference to its economic, social, and cultural significance (Osei-Bonsu, 2001).

This led to the launch of large-scale textile organisations in Ghana which included the Ghana Textile Printing Company (GTP), Tema Textile Limited (TTL), Ghana Textile Manufacturing Company (GTMC), Freedom Textiles (FT), Juapong Textile Limited (JTL), and Akosombo Textile Limited (ATL). These large-scale textile manufacturing industries were created to produce high quality and large quantities textiles with the small-scale indigenous textile enterprises in order to improve the country's economy whilst contributing to the foreign exchange of the country (Abdallah, 2010). According to the ministry of trade and industry, statistical evidence shows that between 1965 and 1970, the textile industry consisted of 10, 40, and over 200 large-scale, medium-scale and small-scale firms respectively, and were producing as well as processing cotton, jute, weaving, knitting, printing, and dyeing (MOTI, 2004).

Despite the textile industry was a productive and successful one, it underwent some challenges which affected the industry so much such that most of the large-scale textile organisations were shut down leaving employees redundant; however, the Ghana Textile Printing co. ltd which is

now Textstyles Ghana Limited shut down only two of its departments whereas Ghana Textile and Manufacturing Company limited shut down in December, 2005 and Juapong Textiles who also shut down but later revived with a new name called Volta Star Limited (The Financial Times Limited, 2007 as cited in Egu, 2009). It was identified by Egu (2009), that most of the survived textile organisations apparently imports most of its materials for production unlike in the past where they processed and produced all the materials needed.

Quartey (2006) discusses that, Ghana was known to have a vibrant textile industry in the West African sub-region, but increasingly becoming part of the nations with a collapsed textile manufacturing sub-sector, hence a justification of the affirmation that it was a front-runner of the industrial, manufacturing sub-sector which served as a source of foreign exchange to the country, but since the trade liberalisation program, cheap imports has made it difficult for the indigenous Ghanaian textile product to compete. Evidently, statistics reveals that, the textile industry in the 1970s employed over 25,000 Ghanaians with over 40 textile firms but as of 2016, with three main survived large-scale organisations, employs about 1,500 people (MOTI 2004; Quartey, 2006; Business day Ghana, 2017). It is posited by Abdallah (2010) that the 25,000 textile employees in 1977 represented 27% of the total employment in the manufacturing sub-sector but in 1995 and by the year 2000, it only employed 7,000 and 5,000 employees respectively.

Evidence and statistics by the Ghana revenue agencies governing board makes it arguable that the country's economy lost about 300 billion old Ghana Cedis annually in revenue due to textile materials smuggled as well as the influx of Chinese textile products hence causing the country's unemployment rate indicator to rise (Quartey, 2006; Abdallah, 2010). Considering the overall annual output of the textile industry in Ghana, its peak production was in 1977 where it produced about 129 million yards but declined drastically to 46 and 39 million yards in 1995 and 2003 respectively and with an export generated revenue of \$179.7 million in 1994 and a decline to \$3.173 million in 1998 (MOTI, 2005). The above literature evidently shows how the textile industry is vital to the economy of Ghana as well as milestones this industry has gone through but still surviving, hence also proves that government should focus on this industry as it is still capable to contribute greatly to the economy through employment and revenues like it used to.

2.7 The Current State of the Ghanaian Textile Industry

The overview on the Ghanaian textile industry makes it evidential that this industry is very significant since the textile organisations in Ghana has enormously contributed to the development of the nation in the past. The ministry of trade and industry of Ghana in their annual report stated that the textile manufacturing sub-sector is a major contributor to the industrial employment of Ghanaians since it employed up to about 25,000 individuals in the 1970s representing 27% of the manufacturing sector employment index (MOTI, 2004).

However, the industry contributes to the socio-cultural lives of people in the country since the garment sector engaged in small-scale enterprises for individuals as well as produced school uniforms, company uniforms, government institution such as the military, hospitals, police amongst others and for the export market as well (Howard, 2013). The textile industry's exports create foreign exchange and returns for the manufacturing firms and as well the country as a whole reaps these benefits economically since in 1992 exports of textiles in Ghana summed up to \$27.2 million whereas it increased in 1994 to \$179.7 million (AGOA Implementation, 2000).

Moreover, another significant implication of the Ghanaian textile industry is philosophical, according to Orhin (2007), textile designed prints produced in Ghana portrayed and explained some beliefs and the culture of the Ghanaian people which shows how valuable this industry is to every individual in the country. Socially, economically culturally, the Ghanaian textile industry evidentially proves its significance despite the state of it recently. The recognition of industrial development in economies is critical for the sustainability of economic growth in countries, hence the beginning of industrial revolution in Ghana brought about the establishment of textile factories (Howard, 2013; Quartey, 2006).

Nonetheless, the state of the Ghanaian textile industry considering employment levels has been declining and statistics shows that about 25,000 people were employed in the 1970s but has declined to 7,000, 5,000, 3,000, 2,961 and 2,000 in the years 1995, 2000, 2003, 2005 and 2016 respectively (MOTI, 2004; Quartey, 2006; Business Day Ghana, 2017). The decline of employment levels makes it evidential that the industry faces challenges in relation to the survival and sustainability of textile manufacturing firms and factories. With reference to this, the textile industry according to the ministry of trade and industry, consisted of about 16 and 4 large and medium scale manufacturing firms respectively but due to some inconsistency

policies by the government, the sector has lost majority of its company and as at 2002 till 2018, only 4 major large-scale companies (Ghana Textile Manufacturing Company (GTMC), Akosombo Textile Limited (ATL), Ghana Textile Product (GTP) and Printex survived the stormy times (Quartey, 2006; Kale-Dery, 2018).

The decline and shut down of most of the textile firms has also resulted in a declination of the production output and this is because in 1977 the industry was at its peak and produced about 129 million yards whereas it consistently declined to 46 million in 1995 but increased again to 65 million yards in 2000 and declined again to 30 million yards in 2016 (Howard, 2013; Kale-Dery, 2018). Statistically, a breakdown of the production output amongst the 4 survived textile firms indicates that Ghana Textiles Prints now TexStyles Ghana Ltd. produced about 30.7 million yards in 2000 but in 2005, it produced 9 million yards whereas GTMC, ATL and Printex produced 15 million yards, 13 million yards and 6 million yards respectively in the year 2000 and 2.24 million yards, 18 million yards and 9.84 million yards in 2005 (Quartey and Abor, 2011). This output in production makes it evidential that on the industry life cycle, the Ghana textile industry has reached its decline stage and therefore calls for attention.

However, since the production output has been declining, foreign exchange thus imports, and export has also been impacted. The ministry of trade and industry in Ghana further posits that the industry depends on imports from China, India, Netherlands, U.S, Nigeria amongst others for raw materials and equipment MOTI (2002). Over the years, import of textiles has grown increasingly but has caused the influx of African prints from countries like Nigeria, Cote d'Ivoire and Asia which are usually patented designs, logos, and trademarks of textile firms locally and sold cheaper on the local market, causing competition against local manufacturers (Asare, 2012). According to the Ghana Employers Association (2005) Ghana's import on textiles was worth \$35 million in 1992 which increased in 1998 to \$57 million but by 2013 it imported about \$313,022 million (WITS, 2013) and by the end of the year 2005, the total percentage of textile prints on the market consisted of about 48% of imported textiles.

Exports in the Ghanaian textile industry resulted in about \$27.2 million in 1992 but increased to \$179.7 in 1994, nonetheless, despite this significant increase in export revenue, it drastically declined to \$3.173 million in 1998 but improved to \$30,195 (WITS, 2013) in 2013. These evidential statistics is an indication that the industry clearly imports more than it exports textiles hence not good economical wise and as well for the development of the Ghanaian textile industry. The Ministry of Trade and Industry of Ghana posits that the textile industry is

undergoing a huge competition with imported textile finished products from countries like Nigeria, China, Cote d'Ivoire, Pakistan, and India because, consumers are attracted to the new designs, attractive colours with soft and glossier finish rather than the quality locally manufactured textiles (MOTI, 2002).

The issue of import and export of the Ghanaian textile industry can be linked to internal and external factors especially with the exports which is affected by barriers to trade in the sub-region such as, Cote d'Ivoire imposing a 20% duty (against ECOWAS regulations), Benin's transit tax, devaluation risk amongst others (Howard, 2013). Other factors that also influences export in the Ghanaian textile manufacturing industry are barriers on technicalities such as quality and conforming to the standards of country exporting to, inability to meeting export order deadlines, poor finishing, high tariffs in export destinations amongst others (MOTI, 2002; Quartey, 2006). The above evidential literature makes it evidential that the textile manufacturing industry, despite its opportunities to export, faces challenges on utilizing it due to the barriers they face on export policies in target countries as well as the incapability of textile firms to meet international benchmarks.

2.8 Government Policies and its impact on the textile industry

Industrial growth is known to be one of the ways most countries, including the African countries, hence Ghana practised the import substitution industrialisation policy from 1960s through to 1970s, with uninterrupted government participation as well as state ownership (Dargin, 2010). Ghana's government import substitution policy adopted was aimed at increasing industrial growth as well as sustaining the economic growth index. However, this policy was adopted by Ghana and other African countries to change the economy from just agricultural to an industrialised economy, which led to the formation of manufacturing industries which produces local goods leaving behind tariff barriers and provided the nation with economic independence since imported goods were now produced by the established manufacturing firms (Quartey, 2006).

The textile manufacturing sub-sector took over the manufacturing sector by contributing greatly to the lives of Ghanaian's, and this was done evidentially by employing about 25,000 people representing 27% of total employment for manufacturing, and improving foreign exchange through exports (Howard, 2013). Nonetheless, the structural adjustment programmes

policy pursued by the Government in 1980's caused trade liberalisation which most of the industries shut down and caused shortage of foreign exchange as at 1982 (MOTI, 2004). This policy impacted greatly on the industry, causing a drastic decline in employment in this subsector and increased the level of imports on textiles which caused the shutdown of majority of the textile firms (Kale-Dery, 2018).

The structural adjustment programmes policy leading to trade liberalisation had great effects on the textile manufacturing industry, moreover it made finished textiles in all varieties which were not available due to trade restrictions, available to the public such as baby wear, towels, knitted fabrics, fancy prints amongst others (Taylor, 1994). It is further argued by Taylor (1994) that the trade liberalisation policy brought about competition and dynamism in the economy hence making inefficient organisations quit, despite this, the manufacturing textile industry became more alert and implemented manpower developmental programmes in order to upgrade, train and have efficient management. The trade liberalisation policy also pushed the textile manufacturing sub-sector to match the competition by improving production methods to increase their overall productivity in the economy whereas some organisations that could not survive, had to diversify (MOTI, 2004). The trade liberalisation policy though impacted on the textile industry, contributed to the government gaining a substantial revenue through imports on textiles since it encouraged more tax on foreign textiles.

However, it is obvious from the above affirmations that the trade liberalisation program caused the influx of all sorts of textiles which affected and apparently still affects the textile industry, because consumers do not patronise the made in Ghana textiles but rather the imported ones hence led to shut down and diversification of most local textile firms (Howard, 2013). This is further justified by Egu (2009) that considering the factors that contributed to the collapse of the textile industry, the trade liberalisation policy is to be impugned, because it brought about Chinese and other countries textiles which were sold cheaper than the locally manufactured textiles products, and therefore made it hard for the local textile manufacturers to cope with the competition. He further discusses that, most of the imported textiles were imitated designs with Ghanaian motifs hence usually difficult for the consumers to identify the made in Ghana textiles from the imitated ones and as they are cheaper than the locally manufactured ones, retailers preferred to sell them in order to make their profits.

The trade liberalisation policy adopted by the government was criticised by stakeholders that it is not protecting the textile manufacturing industry, whereas industrialist also criticises the

policy, but economists suggests that this policy emanates competition hence limiting trade barriers and opening up to the world market resolves trade concerns (WTO, 2014). The flooding of low-cost textile products from other countries like China due to trade liberalisation drastically has affected the textile industry, however policy makers of Ghana reviewed the trade liberalisation policy since the early 90s in order to reform it but focused on the other manufacturing sub-sector such as construction, tourism amongst others hence evident that the textile sector was not given a significant attention during the 2001 trade policy review. (WTO, 2001).

Nonetheless, Ghana was qualified to be join the African Growth and Opportunities Act (AGOA) in the year 2000 which is worth mentioning that exports of Ghanaian textiles increased to, \$550,000 in 2002 to the United States market but decreased to \$4.5 million and \$7.4 million in 2003 and 2004 respectively whereas imports was less than exports over the same period from the US and statistically represented as \$8.87 million, \$12.73 million, and \$11.48 million respectively (Quartey, 2006). Although, Ghana qualified for AGOA and benefitted from them, their strict policy rules caused a decline in exports to the US to \$0.718 million in 2008 from a high rate of \$9.507 million in 2006 Egu (2009).

With reference to the literature discussed, it can be affirmed that the government of Ghana's inconsistency in policy implementation and practices has not been constructive to the local textile industry, and this can be linked to the fact that Ghana cannot boast of a complete textile manufacturing and trade policy since, it had over the years depended on the World Trade Organisation policies to guide its trade and production undertakings (Howard, 2013). Despite, the WTO policies has been beneficial to the country to some extent, it generally did not favour the local industries and caused the collapse of most of them. The government of Ghana recently in a way to revive the textile industry has implemented policies such as the Friday wear policy which encourages Ghanaians to patronise authentic made in Ghana textiles in order to improve the textiles industry to increase employment prospects, to expand and diversify the economy and as well promote both national and external investment (Ghana investment promotion centre, 2017).

2.9 Human Resource Management

The fast pace and complexities of the business world deems it necessary to make the satisfaction of employees as a focus of attention in either public or private businesses, hence adopting policies, strategies and techniques which are appropriate for the success of an organisation is important (Mabonga, 2000). According to Storey (2001) Human resource management is linked to organisations seeking competitive advantage, through a distinct approach in managing employment with a strategic placement of a very dedicated and capable staff, and focusing on an integration of structural, cultural and people's techniques.

This is justified by Beardwell and Claydon (2010) that human resource management is the management of work with regards to relationships on employment and aims at work organisation and the individuals or employees who undertake it through a collection of policies. They further state that, human resource management is linked to staffing, selection, training and development, rewards, relationships, team work as well as the management of employee performance. Despite the meanings, definitions and concepts of human resource management, there is not generally or universal acknowledged definition (Beardwell and Claydon, 2010).

This assertion is supported by Watson (2005) who discusses that the philosophy on human resource management in recent times is used in chaotic ways. He further discusses that human resource management is adopted in management of work, organisational behaviour, industrial relation, and personnel management hence concludes that concerns in relation to employment and managing human resource is the basis of human resource management. According to Armstrong and Taylor (2014) ensuring that an organisation can obtain success through people or individuals is the overall purpose of human resource management. As such, Ulrich and Lake (1990) stated that, human resource management structures can influence or impact on the capabilities of organisations and allowing companies to explore as well as exploit on new prospects. This is supported by Cappelli and Crocker-Hefter (1996), that well practiced human resource strategies or policies results in influencing the fundamental proficiencies that defines how organisations compete.

Armstrong and Taylor (2014) further discuss that, there are several studies that concludes that there is a significant relationship between human resource management and organisational performance. However, they further discuss that human resource management involves attaining some objectives such as organisational effectiveness, human capital, knowledge

management, reward management, employee relations and fulfilling diverse needs among others. Organisations aims to improve their effectiveness and performance through support programmes for policy development in talent and knowledge management, as well as developing a favourable and appropriate working environment. In human resource management, employees or individuals who work for a firm and contributes to the success of the business is referred to as the human capital. According to Bontis et al. (1999), human capital as an objective of human resource management, is a representation of the human function or employees' skills, intelligence and expertise contributed to the organisation which makes the firm distinct from others.

However, knowledge management is also an objective of human resource management and involves creativity, acquisition, capturing, adopting, and sharing of knowledge as a process to improve the knowledge and efficiency of organisations (Scarborough et al., 1999). Also, enhancing motivation, commitment as well as work engagement is another significant objective of human resource management termed as reward management and can be achieved through the introduction of policies on ensuring the value of employees as well as rewarding their achievements, skills level as well as their degree of competence (Armstrong and Taylor, 2014). Human resource management is significant because it seeks to create and develop relationships which are productive and congruous by maintaining a viable employee-management partnership and trade unions (Torrington et. al., 2008).

Human resource management is therefore diverse and broad in nature and therefore has no universal characteristics since different organisations uses models and practices which varies from other organisations (Armstrong, 2008). Nonetheless, organisations focus on human resource management as strategy for their success hence incorporates HRM subjects into its strategic plans and policies to enhance their decision making for organisational success (Guest, 1987; Sisson, 1990; Storey, 1989). Motivation falls under the rewards management objective of human resource management and plays a very significant role in contributing to the success of organisations, however studies (eg. Basford and Offermann 2012; Anyim, Chidi and Badejo 2012; Linz et al. 2006) conducted on employee motivation as an HR strategy to enhance competitive advantage reveals the significance of this motivation and its relationship to employee performance. Literature on motivation is further reviewed in order to get an extended understanding on the concept of motivation.

2.10 The concept of Motivation

In explaining motivation, considering some definitions is key since, the concept of motivation is very complex. The derivation of motivation from the Latin word ‘movere’ which means ‘to move’ (Baron et al., 2002). There have been a variety of perception and definitions on motivation over the years, hence understanding the concept of motivation is relevant to this research as well as significant in the history of motivation. A simple definition of motivation according to Kinnard (1988) is a process whereby a human behaviour or action is stimulated. Jones et al. (1998) the psychological drive that pushes and influences an individual’s behaviour towards an organisation, and the rate at which an individual is determined and persistent towards any situation faced, is defined as motivation.

A study conducted by Pinder (1998) concluded with discovering a definition that motivation is linked to enthusiastic energies which is a matter of the individual being and within which is linked to work behaviour and its impact in terms of direction, intensity, and duration. Leete (2000) defines motivation as individuals acting in a definite way based on their inward enthusiasm whereas, Robbins and Judge (2007) also defines motivation as a process whereby a person’s drive for attaining a goal is based on passion, a sense of direction and persistence in trying. Taghipour and Dejban (2013) also defines motivation as a strategic way of improving an organisations efficiency and productivity by employees gaining a conducive work environment which suits their individual needs.

Greenberg and Baron (2003) posits that in defining motivation, it should be grouped into three major parts which are: Firstly, the drive behind a person’s actions, the interest individuals possess to exhibit a good impression on others; secondly it is linked to the choices of individuals as well as their way of behaviour; and thirdly the maintenance of people’s behaviour in relation to their persistence to achieve their goals. Other researchers (eg. Kreitner 1995; Buford et al. 1995; Higgins 1994) argues that motivation is related to a psychological process which drives individual’s behaviour to have a purpose and behave in a certain way to attain specific unmet and unfulfilled needs as well as the determination to achieve.

The definition of motivation is relative since individuals, when asked about what motivation is, posits that “it is what drives them” or “what makes them to do the things they do”, hence it is the energetic force that results in the level, direction, and persistence within individuals to achieve an effort at work (Kuranchie-Mensah and Amponsah-Tawiah, 2016). Another

definition according to Antonioni (1999), states that motivation is the degree to which people's unfulfilled needs are satisfied based on the level of effort they put into whatever they do, whereas Halepota (2005) postulates that motivation is linked to an individual's edge to achieve a proposed result through their active involvement and commitment.

With reference to the above concepts and definitions of motivation it is observed that motivation is generally linked to the factors or elements that drives or pushes human action or behaviour over a period, given in relation to conditions or an achievement. However, for the purpose of this research, Greenberg and Baron (2003) definition is adopted for this study, since the researcher, despite other definitions and concepts of motivation believes that motivation is a process which arouses and maintains the way of individual behaviour with the aim of achieving a goal.

2.11 Motivation theories

Motivation theories can be dated back to the 1800s, where Jeremy Bentham developed the 'carrot and the stick theory' which states that employees are motivated or work hard if the excitement at work is highly enough and are not motivated when punishment for bad or low work productivity is bad (Bentham, 1789). Other theorist since the time of Bentham (1789) has existed however for the purpose of this study, Fredrick W. Taylor who is known to be the founding father of the scientific management theory and Elton Mayo who is also known to be the father of the human relation school will be the timeline start of motivational theories for this study.

Bruce and Nyland (2011) postulates that the Hawthorne study by Mayo existed to flaw the Taylorism theory. According to Taylor, employees' working conditions needed to be improved to enhance more productivity which an argument on an earlier management theory by Fayol was. Taylor's theory in 1909 also suggested that tasks or duties given to employees needs to be broken down into sections to minimize the amount of energy employees' uses for producing a maximum efficiency (Sandrone, 1997). In so doing, the Taylorism theory also suggested that wages of employees should be increased with regards to their possible output.

Despite, the Taylorism theory contributed to the success and emergence of realising that employees need to be in a good working condition through wage increment and task breakdown to increase productivity, his theory was still criticised and flawed (Nelson, 1992). It was being

criticised that his theory was solely centred on the fact that employees work purposely for earning substantial benefits such as salary. Another criticism of the Taylorism theory was that he perceived working to be just using employees as machines (Blake and Moseley, 2011). The criticisms of the Taylorism theory are today proven to be believed empirically except in this century, machines are believed to take place of human labour since humans are no smarter than machines, hence Taylor's theory has contributed to today's thoughts (Wren and Greenwood, 1998) about human and employee motivation.

In contrast to the Taylorism theory Elton Mayo, known to be the father of the human relations school conducted the "Hawthorne Studies" in an American energy providing company from 1924-1932 and discovered that money was not the major motivator of employees but rather their human behaviour was correlated to their mind-sets (Dickson, 1973). Mayo's (1945) research raised a variety of postulations about human nature which impacted in management. These assumptions existed around human social needs rather than just their monetary needs. Mayo discovered that the major motivating factor of human behaviour was linked to their social needs whereas social relationships primarily influenced their individuality (Mayo, 1945).

Furthermore, Mayo's assumptions argued Taylor's theory that organisations should not just focus on task limitation but should engage themselves with needs employees, be concerned with the psychological welfare of their workers as well as making it easier for an employee-manager relationship to help the needs of employees to reach the top management of the organisation (Bruce and Nyland, 2011). Mayo's research findings encouraged the fact that managers should not just be bosses but rather they should be the facilitators of jobs as well ensuring the needs of workers are being critically looked at, to ensure efficient and effective productivity (Bourke, 1982). Mayo's theory juxtaposing the Taylorism theory is known to be the beginning of managers focussing on needs and motivation of workers hence it set sail for other theories and studies on employee motivation and performance in the workplace (Bedeian, 1993).

The evolution of motivational thinking contributed to the existence of other extant and important theories in the school of management. However, motivation theories can be divided into variations such as the Needs or content-based theories and the Process Based theories (Mullins, 2005). The content or needs based theories involves certain needs of individuals being met in order to make them motivated whereas the process-based theories are associated with motivation as a rational process. The need-base or content theories involves Maslow's

hierarchy of needs theory, Herzberg's two-factor theory, Alderfer's ERG theory and McClelland's achievement motivation whereas the process-based theories consist of Skinner's reinforcement theory, Vroom's expectancy theory, Adam's equity theory and Locke's goal setting theory (Huczynski and Buchanan, 2013). For, the purpose of this study, the researcher will review literature on the need or content theories of motivation since it is the theoretical underpinning of this study.

The content theories in summary have a correlation that runs through them. It can be posited that the foundation of these theories is Maslow's hierarchy of needs. This is because, when all the theories are expanded, they entail either the lower or upper or both levels of Maslow's hierarchical needs motivation. Despite the criticisms and arguments related to the content theories, it is known to be widely used in research as well as in workplaces to help identify individual needs, wants and motivators. The content theories of motivation are therefore relevant to this research since the researcher will adopt Herzberg two-factor theory as the underpinning theory for this research. The figure 2.1 below shows a summary and how the content theories are linked. Also, an overview of the content theories is reviewed below with Herzberg two-factor theory highlighted as the theory underpinning this study.

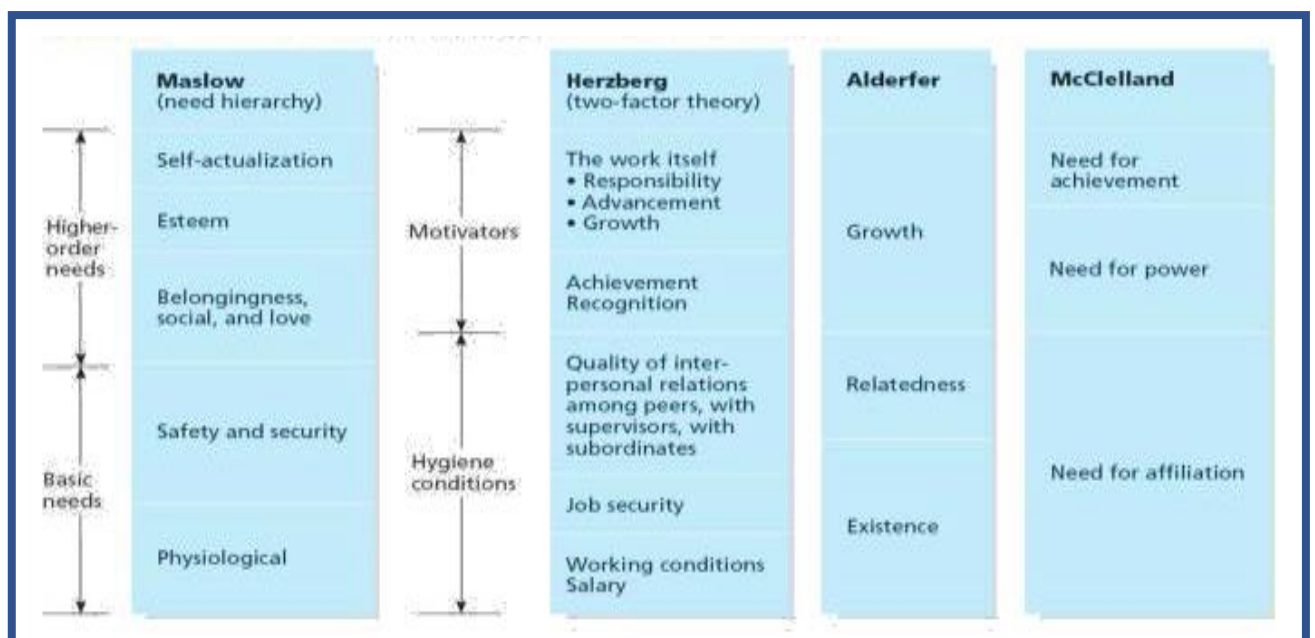


Figure 2. 2: summary of how the content theories is linked:

Source: Gibson et al., (2012)

2.11.1 Maslow's hierarchy of needs theory

The development of other motivation theories was as a result of extant theories from the likes of Fredrick W. Taylor and Elton Mayo amongst others. Abraham Maslow's (1943) hierarchy of needs theory can be traced back to these foundation theories. Maslow's believed that the world was filled with humans whose needs are not satisfied hence he groups the needs of individuals into five ranking order (Aveenat, 2013). He believed that a need should be fulfilled before the other, thus the lowest needs must be first fulfilled, and it follows that order hence classified the human needs as hierarchical, however if one need is fulfilled it does not act as a motivator, rather the individual focuses on another level of need as a motivator.

Maslow further discusses that one must know where an individual falls on the hierarchy to help in knowing or focusing on what will motivate them (Robbins, 2009). The various hierarchy of needs according to Maslow (1943) are highlighted as the physiological, safety, social, esteem and self-actualisation needs respectively. Firstly, the physiological needs, which is on the lowermost part of the hierarchical triangle can be termed the most basic need and it is linked to the everyday needs of employees such as water, food, accommodation, and air. Maslow identified that; employees must be paid well enough to cover these everyday needs. The second level of need which is safety and security is usually linked to the security of an individual. Maslow's theory discusses that every individual prefers to be in an environment free from any harm or threat. However, this second need involves good and safe working conditions, benefits (retirement, fringe, medical), salary increment, compensation pay, employee assistance plans and job security. These needs are met after the physiological needs are being met, however security and benefits in jobs and organisations are minimal today (Rahman and Nurullah, 2014).

Social needs which are linked to the need of love and affiliation are activated as the third need after the safety needs are being met. After individuals feel safe in their environment and organisation, according to Maslow, they look out for acceptance, love, relationship, and warmth. This level of needs in an organisation will mean, employees have to be encouraged to participate or get involved in social events to provide the opportunity of interaction amongst employees, friendship as well as feeling accepted in the organisation (Aveenat, 2013). The fourth need on the hierarchical triangle after social needs is the esteem needs. This need can be linked to self-respect, self-worth, prestige, independence, attention, recognition for achievements and the feeling of self-possession (Maslow, 1954). Employees in an organisation

would be motivated if they have opportunities of progression, given stimulating tasks, recognised, and praised and satisfied for completing a task. To satisfy employees self-esteem needs, promotions, awards, position, and the introduction of banquets can be introduced.

The fifth and top level of needs on Maslow's hierarchal triangle is the self-actualisation need which is triggered after the esteem needs are met (Maslow, 1943). This is in relation to an individual being able to fully develop their potential and be self-fulfilled. The need to feel valuable to the human resource of the organisation through development of abilities and skills, opportunity to be creative, ability to have power or control over the job, achievement and promotions makes one fully fulfilled in an organisation. Personal growth and development, career advancement and ability realisation make one meets the self-actualisation needs. Moreover, Maslow's theory has been used and applied by organisations and managers to motivate their employees even till this current age. Greenberg and Baron (2003) empirically discusses that organisations and managers apply Maslow's hierarchy of needs theory by recognising workers achievements, providing financial security, provision of opportunities to socialise and as well the promotion of a healthy work force to meet the self-actualisation of workers.

Maslow's hierarchy of need theory is widely accepted and practiced, for instance a research conducted by Ajila (1997) implicated that Maslow's need theory is highly practiced in developing countries and was indicated that employees in Nigeria from four manufacturing companies was motivated by the lower needs which triggered the higher needs, hence making them satisfied. Another empirical implication of Maslow's theory was identified from research conducted by Rao and Kulkarni (1998) who postulated that managers in Indian banks were highly motivated by self-actualisation needs rather than the other needs and this was vice versa to other employees. Despite the application and contribution of Maslow's theory in the business world over decades, his theory is criticised by other scholars and researchers. It was concluded in a research conducted by Avneet (2013) that some factors influence employees' needs and expectations unlike Maslow's Hierarchy of needs theory. Some of these factors are trait factors, ambition, and advancement. This is supported by (Graham and Messner, 1998; Nadler and Lawler, 1979) who discusses a criticism of Maslow's theory that the need theory has three main defects which are the low empirical data justifying the end results, the notion that employees are mostly similar and lastly the non-existence of motivation theories, but rather job satisfaction.

Maslow, although he postulated that most individuals experience their basic needs on the hierarchical order he stated, he further on justifies that it is not certainly to his fixed order in his theory since there are a few exceptions (Mullins, 2005). Maslow discusses that this order may be inversely for other individuals and adds that the cultural setting of individuals affects the hierarchy hence it is relative since an individual may experience a different motivation content in a particular culture (Maslow, 1943). He also asserts that since a false impression may be known for the assumption that one need must be fully fulfilled before another need arises, Maslow responds to this flaw by postulating realistically in relation to a decrease in percentage of satisfaction along the degrees of the hierarchy (Maslow, 1954).

Despite the criticisms and limitations of Maslow's theory with reference to the workplace, the theory has had a vital impact on the design and management approaches to employees in their organisations to meet individual needs; hence has caused and brought attention to different factors of motivation that has led to more studies and research such as Alderfer's ERG theory, McClelland's Achievement Motivation Theory and Herzberg's two-factor theory.

2.11.2 Alderfer's ERG theory

The needs theory by Alderfer was developed as a condenser or breakdown of Maslow's Hierarchy of needs theory. Instead of the five levels of motivation, Alderfer breaks it down into three levelled major needs which are existence, relatedness, and growth, thus the ERG theory (Alderfer, 1969). According to Alderfer (1969) the existence needs of this theory is linked to the sustainability and survival of human existence and focuses on the physiological and safety needs, (e.g., food, water, air, clothing, safety, love, and affection); whereas the relatedness needs is associated with human relations such as love or belongingness in the social environment (family, superiors, peers), significant interpersonal relationships or connections of welfare or honour nature. The growth needs deals with prospective development as well as self-respect and self-actualisation.

This theory according to scholars is flexible as compared to Maslow's hierarchy of needs and this is because it is not hierarchical but rather continuum in a manner that lower needs do not need to be satisfied before the upper needs becomes motivational to an individual (Standifer, 2013). However, the ERG theory focuses on individuals who do not meet the upper level of motivational needs by justifying that such individuals regress, hence the lower-level needs become their major elements of motivation. This also justifies and inversely assumes against

Maslow's theory which states that more than one need can be stimulated on an individual and as well may develop downward on the hierarchy causing the frustration-regression process (Alderfer 1972).

Moreover, the ERG theory unlike Maslow's theory concludes that when lower-level needs decrease, they become satisfiers to individuals whilst individuals are motivated to fulfil one or more of their fundamental needs (Mullins, 2005). However, there must be a focus on satisfying the other levels of needs of an individual when some needs are blocked at a particular level.

2.11.3 McClelland's Achievement Motivation Theory

McClelland's achievement motivation theory was developed in the early 1960's as a build-up on Maslow's hierarchy of needs theory. This theory was focused on three motivators for human and asserts that humans discover and acquire what motivates them over time hence this theory is sometimes called the learned needs theory (Arnold et al., 2005). McClelland's theory suggest that every individual has three drivers of motivation, despite their age or gender one of these needs will be prevailing in the way they behave (McClelland, 1962). This theory is in contrast with Maslow and Alderfer's theory since it does not focus on the satisfaction of existing needs but rather developing needs.

McClelland further discusses that the prevailing or dominant motivating factors is usually influenced by the life experiences and culture of individuals hence describes these factors as the need for achievement, need for affiliation and the need for power (McClelland, 1976). Respectively, the need of demonstrating and accomplishing experience or expertise; the drive for relatedness, belongingness and love as well as the drive for having authority over an individual's work or others represents the three factors that is, achievement, affiliation, and power.

The achievement needs are linked to an individual who seeks noteworthy success, understanding of abilities and high standards. This theory is related to a variety of actions hence in organisations employees or individuals pursue to achieve challenging and realistic goals for advancement; also, the achievement need is induced by internal or intrinsic motivation whilst the influence on others is a result of extrinsic motivation (Jex and Britt, 2008). Moreover, when individuals want to reduce the risk of failing, they tend to have lower needs for achievement

hence, such individuals will prefer to focus on very laidback or difficult undertakings (McClelland and Burnham, 1976). Inversely, some individuals prefer an ideal and sufficiently hard undertakings since they want the opportunity to develop themselves or work hard to achieve their goals hence, they have high needs for achievement.

McClelland's theory further discusses that individuals with the need for affiliation has a robust desire for relationships and usually have the drive to have a sense of belongingness within a social group whilst they also have the desire to be liked and regarded famously (McClelland, 1988). Moreover, it is further posited that such individuals are more effective in teams rather than taking up leadership roles. The need for power or authority is also linked to individuals who are motivated by authority hence people have the strong will to lead and be successful with their ideas as well as it is also associated, with an increase in respect and status and usually individuals with this drive wants to have supremacy and effect on others (Mullins, 2005).

2.11.4 Herzberg's two-factor theory

According to Wright (1989) Herzberg's two-factor theory discusses that there are two different needs of human which and these elements either satisfies or dissatisfies employee work situation. The two-factor theory is a development of Maslow's hierarchy of needs theory despite, Herzberg's theory highlights more on elements determining employees' motivation in the workplace; that is, according to Herzberg, employees' higher (intrinsic) needs must be met as much as their lower (extrinsic) needs in order to keep them motivated (Wan and Tan, 2013).

Herzberg's theory further categorizes the factors of motivation into two whereby the hygiene factors are extrinsic (working conditions, Organisational policy, pay and benefit, employee relationship, job security) and the motivational factors are intrinsic (recognition, promotion, achievement, work itself, growth, responsibility) (Herzberg, 1971). It is further discussed that; the hygiene factors are usually linked to the conditions which surrounds the performance of the work rather than the job itself, however Herzberg justifies that these factors do not cause motivation or satisfaction when satisfied but rather it avoids dissatisfaction and when satisfied it may cause dissatisfaction (Herzberg, 1971; Herzberg et al., 2005).

The motivational (growth) factors also known as the intrinsic factors, according to (Herzberg 1971; Herzberg et al. 2005) justifies that when humans are satisfied, these factors act as motivators since individuals tend to exhibit all what they are capable of accomplishing. The

only way of increasing motivation is, according to Herzberg the intrinsic factors improving work motivation (Wright, 1989), despite this, when there is a lack of motivational (growth) factors there is no cause for dissatisfaction but simply the non-existence of satisfaction.

Moreover, with reference to other studies, Herzberg two-factor theories has been criticised by scholars and researchers. Locke (1976) flaws the fact that Herzberg theory implied that humans are different hence their biological and psychological processes are also distinct since they operate with the lack of communication with each other. Locke contrasting to what Herzberg postulated by arguing that, the human mind controls what individual wants as well as what and how to satisfy that want. Locke further argues based on Herzberg's hygiene and motivator factors which are both in a single direction hence the psychological and physical needs as well which in this case, is not.

Another criticism of Herzberg's theory was made by Spillane (1975) in a research which was conducted on middle managers as well as higher and junior level employees' turnover based on activities based on computers, research and sales performance. The results for the study concluded at faulting Herzberg's theory with the assertion that intrinsic motivating factors are both vital in contributing to the job satisfaction and dissatisfaction of employees. However, this in contrast with Herzberg justification, which stated that intrinsic factors only had a significant relationship with job satisfaction rather than job dissatisfaction.

Further criticisms of Herzberg's theory claimed that, to increase job motivation, the only way is by intrinsic motivation that is achievement, advancement, responsibility, and recognition (Wright, 1989; Furnham et al., 1999; Parson and Broadbride, 2006). However, criticisms were also made on Herzberg's theory that the extrinsic or hygiene factors can also act as motivators (Pinder, 1998), whereas Parson and Broadbride (2006) also stipulates that the theory does not take into consideration specific needs and values of individuals whilst explain job motivation.

Herzberg two-factor theory despite its criticisms has been adapted and used in a variety of contexts. Research conducted on motivation in the retail environment by Parsons and Broadbride (2006) focused on the key factors that impact motivation and satisfaction for managers in charity shops. In their study, intrinsic and extrinsic variables of motivation according to Herzberg two-factor theory was used and these were responsibility, self-development, work itself, recognition and job location, job security, working hours, salary, and work conditions respectively. Working relationships and support between staff, shop

managers, top-level management was also examined, and the conclusion of the study justified Herzberg two-factor theory that managers were highly satisfied with intrinsic factors but had lower-levels of satisfaction for the extrinsic factors (Parsons and Broadbride, 2006).

DeShields et al. (2005) study was conducted in the higher education contexts on the determinants of what satisfy and retains business student. However, the variables of Herzberg's intrinsic or growth factors were represented by understanding, accessibility, professional, helpful, relevance amongst others as faculty performance variables, whereas the extrinsic or hygiene factors were represented by accessibility, reliability, helpful and responsive as advising staff. This concluded that, the growth factors strongly motivated students whereas the hygiene factors exhibited low satisfaction hence confirming Herzberg's two-factor theory (DeShields et al., 2005).

A study conducted by Kian (2013), on reviewing the established setting of the theory in comparison to other studies conducted; and revealed that the two-factor theory has proven to work in a different industries and countries. For instance, a study conducted by Balmer and Baum's (1993) focused on the satisfaction of guests in the hospitality setting. However, pricing, facilities and freebies represented the hygiene factors whereas the motivators were represented by staff recognition, sense of belonging, flexibility among others and thus, concluding in this study that the theory is relevant when it comes to guest satisfaction in the hospitality industry. This makes it evidential that this theory is widely used across industries, organisations, and sectors.

2.12 Employee Motivation

According to Berman et al. (2010) employee motivation plays an essential role for organisations to achieve their goals hence improving employee performance cannot be achieved without motivation and making it an indispensable element. This is sustained by Ololube (2006), who discusses that motivating employees is a vital part of the major reasons' individuals get employed or work in life therefore it is the desire of every individual to get motivated whether it is done intrinsically or extrinsically. This assumption was buttressed by a study of Schulze and Steyn (2003) who summarises motivation as what causes or pushes workers to achieve organisational goals. The necessity and importance of employee motivation has brought about many research and studies on how it impacts or influences individual's daily life.

A research was conducted by Irinel (2012) in relation to how motivation can be increased or improved in small and medium enterprises in Romania. The findings of this research suggest that there are different elements of motivations, that could morally and spiritually affect employees and includes factors such as word of mouth praises or assessments, exceptional group events, employees-manager relationships as well as the relationship amongst other employees such as idea sharing amongst others. However, Fomenky (2015) posits in a study on Korean employees to determine the impact motivation has on employee performance that, employees' performance improves when their endeavour is recognised. He further discusses that the results of the study showed that employees preferred to be recognised monetarily instead of other motivational factors such as employee leave. Also, it was concluded that promotional opportunities also motivated some employees hence justified the hypothesis that exist, that what motivates every individual is relative, hence adopting a variety of motivational elements or factors is key to impacting on individuals in the workplace (Fomenky, 2015).

In confirming the above findings, a research conducted in the private and public sector of Nigerian employees on motivation, Anyim, Chidi and Badejo (2012) concludes that there is no suitable factors for motivating employees hence in this modern complex century, employees can enhance employees performance with motivational factors such as an appropriate and comfortable working environment, adequate salary, better-quality training as well as health and welfare, thus making these factors a priority. Forster (2005) also supports the findings of Anyim, Chidi and Badejo (2012) by affirming that, considering the obscurities in the 21st century business world, organisations must invest their time and efforts to increase employees' motivation since it will impact on the performance of employees as well as the organisations productivity. He further on suggests that a low or high level of motivation in organisations affects employees' performance thus, a low-level of motivation will cause uncertain employees to be unhappy which may lead to underperformance whereas a high-level of motivation makes employees enjoy their jobs, hence increasing performance.

Linz et al. (2006) also adds that it is very imperative to motivate employees since it impacts significantly on the operations of the organisation, and this is a result of highly motivated employees being very content, proud, and highly committed to the mission and vision of the organisations in the long-term hence motivation helps improves the productivity and performances of both employees and the organisation. Pfeffer (2005) argues that working with individuals with the aim of achieving success means treating them as a source for achieving

competitive advantage to avoid employee turnover and improve performance; hence constantly motivating and increasing their performance is very vital. This assertion is agreed by Tella et al. (2007) who validates that employee are an important and powerful asset to organisations hence if motivated, they are positive and passionate about their work hence contributes greatly to the quality of work as well as productivity levels.

Despite many research has been conducted on motivation, studies by Turner (2006), argues that rewarding employees will influence their behaviour towards work as well as question their understanding about why they are working but Festinger later concluded based on his theory that rewards would only decrease intrinsic motivation. However, researchers continue to prove otherwise with regards of studies conducted since most studies concludes that motivation rather positively influences employees' attitude. Ackah (2014) in a study conducted on the impact of employee motivation on performance of employees in the manufacturing sector in Ghana concluded that the higher employees are motivated the higher they are satisfied in their jobs hence retention is increased whilst when they are less motivated, they have the desire to quit hence affects their performance.

Ackah's (2014) research also justified some dissatisfaction elements that causes employee retention, and such elements are issues pertaining to the workplace environment such as violence, hazard, damages, lengthy shifts, lack of praise, night shift effects, problem of shortages as well as the feeling of being under paid whereas training and development, promotional opportunities as well as career development motivated them the most. Lazaroui (2015) also discusses that, self-esteem continues to influence employees' motivation in the workplace since employees explore for a sense of belongingness and recognition in the community as well as in the workplace and seeks to gain the consent and acceptance of their fellow employees and management. He further discusses that employees wants to be associated with the organisation through internal esteem or usually requires trust, respect, achievement, and autonomy whilst with regards to their external esteem, employees usually demand the recognition of others, appreciation, and thankfulness.

A study conducted by Seppala (2016), concluded that individuals want to have a sense of purpose and thus, employees with a purpose are more productive, resilient, and determined, however, this research justifies that employees' who are not satisfied at their jobs but has a greater sense of purpose are more determined and effective since they still support and contribute to the organisation. Employee goals are playing a major role when it comes to

motivation in their individual job roles, nonetheless, Hokroh (2014) orates that motivating employee through monetary incentives pushes employees to set natural goals which would not have happened without the financial incentive. In view of this, Harter and Adkins (2015) discuss that employees with the lack of understanding on their job expectations as well as lack a clear understanding of their goals finds performance management as a source of hindrance.

Edmonds (2018) also adds that excellent management always ensures employees-manager communication and usually about the responsibilities as well as progress for employees leaving employees to have a sense of engagement as well as feel motivated since it helps them to set their priorities and goals for performance. This assertion is justified by a study conducted on United states workforce which indicated that, about 70% of workers are actively detached at work or not engaged hence a justification that managers or supervisors plays a significant role in motivating employees intrinsically (Seppala, 2016). Ramall (2004) postulates that acknowledgment, advancement, criticism, and outcome-based performance contributes to employee motivation through supervisors. He further discusses that the outcome-based performance is linked to suitable skills and capabilities which are assumed such as decision making, effective communication, strategic planning as well as decisions which does not involve recognising the differences in colour, age, or gender amongst others.

Eisele et al. (2013) discusses that employees can be motivated through activities of learning and development such as plans for personal development, strategic development which could be formal or informal and usually develops employees' performance and growth expectancy. Studies shows that organisations adopt strategies which are focused on advancement, job security, belongingness, organisational culture, fun, power, and a favourable working environment to motivate employees whereas promotion is recognised as the most complex factor in career development (Edmonds, 2018). A study conducted by Milicevic et at. (2014) discussed that job security is another important factor of motivation and was even more important due to the global economic crisis hence companies who are capable to assure workers of job security achieves employee's long-term commitment. They further discussed that, when employees feel their job is not secured, thus having a sense of feeling they can be replaced or dismissed in the organisation, it influences their loyalty and commitment to the organisation.

Skudiene and Auruskeviciene (2009), conducted a study on the impact of corporate social responsibility (CSR) on employee motivation and concluded that, CSR has a positive impact on motivating employees in an organisation, because employees get motivated when they get

a sense that their company is not just concerned about them, and the organisation, but the community and other people as well. However, they further discuss that this is a result of the fact that CSR makes the firm make decisions which do not affect only the organisation but beyond thus, decisions which positively impacts on the society socially or economically.

The organisational culture of organisations also plays a vital role in motivating employees, and this is justified by a study conducted by Groysberg and Lee (2008) who states that organisational culture brings about best practice's involvement, teamwork, reciprocated trust, friendship among employees as well as a cooperation of values. However, organisations which ensures a culture that encourages good friendship, teamwork, openness, and alliances, makes employees feel the organisation care about them hence, they feel a sense of belongingness, teamwork and a good culture which effectively motivates employees (Edmonds, 2018). Having fun at work or in the organisation is another element of organisational culture, therefore, firms that encourages or explore ways to have fun, creates an organisational culture which results in a successful and happy employee, hence motivates them to perform positively at work (Blasingame, 2015).

Giving employees the power or autonomy to have an impact or influence decisions in the organisation, helps to increase the performance levels through the commitment of employees; however, management must ensure there is an employee-manager open communication to minimize the absence of autonomy or self-esteem in order to avoid a negative impact on the organisational structure as well as the employee motivation within the organisation (Milicevic et al., 2014). Training and development are another significant element of motivation thus, the provision of training to employees for skills development is associated to a cooperative working environment hence, an employee with a high drive for training and development is more responsive and participative to the working environment, than an employee with a low motivation towards training and development (Tharenou, 2001).

According to a study conducted by Ambile and Kramer (2011), it was revealed that the progress principle is an element of motivation and is linked to the little things that enhances employees inner work life and the making a meaningful progress work. They further elaborate that amongst all the factors that can heighten employee's motivation, emotions, and discernments in a day at work, what stands out as the most vital is employees making daily meaningful progress at work and this was measured by considering the best and worst days of employees and making a meaningful progress. Nonetheless, Hicks and Adams (2003) posit that, good pay,

benefits, equitable pay, and reward are the four key strategies of motivation and discusses that incentives are linked to achieving a particular change in an individual's behaviour towards work through a specific form of payment.

Equitable pay according to Ramlall (2004) is an element of motivation used to reward and satisfy workers in a just and unbiased way irrespective of their gender, age, ethnicity, geographical location, disability, and sexual orientation amongst others of relatedly outlined categories. Also, Typologies of incentives was generated by Hicks and Adams (2003), and these are financial incentives which consist of salary, pensions, health, illness, life insurance, allowances (travel and childcare) whereas the non-financial incentives consist of flexible working hours, holiday times, training and development, sabbatical leave, counselling, career planning breaks, leisure facilities and all benefits that impacts on employee's motivation. Nohria et al. (2008) also adds that firms adopting a reward system will help them to identify the performance of employees, whether good or poor, therefore it will guide the organisation clearly on giving the best employees advancement opportunities and strongly liking rewards to performance in other to motivate employees.

The above literature on employee motivation empirically reveals some strategies in employee motivation as well as shows the relationship between employee motivation, commitment, and employee performance in organisations. It also evidentially justifies the importance of motivation to the success of organisations which makes it relevant for the purpose of this study which seeks to evaluate the impact of employee motivation on employee performance in the Ghanaian large-scale manufacturing textile industry.

2.13 Summary of literature on motivation

Area of study	Author	Summary of findings relevant to this research
Defining motivation	Kinnard (1988)	Human behaviour or action is stimulated.

	Jones et al. (1998)	Psychological drive that influences an individual's behaviour.
	Pinder (1998)	Motivation is linked to enthusiastic energies of the individual being and related to work behaviour.
	Leete (2000)	Individuals acting in a definite way based on their inward enthusiasm.
	Robbins and Judge (2007)	A process whereby a person's drive for attaining a goal is based on passion, a sense of direction and persistence in trying.
	Taghipour and Dejban (2013)	A strategic way of improving an organisations efficiency and productivity by employees gaining a conducive work environment which suits their individual needs.

	Kuranchie-Mensah and Amponsah-Tawiah (2016).	The energetic force that results in the level, direction, and persistence within individuals to achieve an effort at work.
Motivation theories	Bentham (1789) - Carrot and the stick theory	Employees are motivated or work hard if the excitement at work is highly enough and are not motivated when punishment for bad or low work productivity is bad.
	Mayo (1945) - Hawthorne Studies	The major motivating factor of human behaviour was linked to their social needs whereas social relationships primarily influenced their individuality.
	Maslow (1943) - Hierarchy of needs theory	A need should be fulfilled before the other, thus the lowest needs must be first fulfilled, and it follows that order hence classified the human needs as hierarchical, however if one need is fulfilled it does not act as a motivator, rather the individual focuses on another level of need as a motivator.

	Alderfer (1969) - Alderfer's ERG theory	Breakdown of Maslow's Hierarchy of needs theory. Unlike Maslow's theory concludes that when lower- level needs decrease, they become satisfiers to individuals whilst individuals are motivated to fulfil one or more of their fundamental needs
	McClelland (1976) - McClelland's achievement motivation theory	Suggest that every individual has three drivers of motivation, despite their age or gender one of these needs will be prevailing in the way they behave
	Herzberg (1971) - Herzberg's two-factor theory	According to Herzberg, employees' higher (intrinsic) needs must be met as much as their lower (extrinsic) needs in order to keep them motivated
Employee motivation	Irinel (2012)	The findings of this research suggest that there are different elements of motivations, that could morally and spiritually affect employees and includes factors such as word of mouth praises or assessments, exceptional group events, employees-manager relationships as well as the

		relationship amongst other employees such as idea sharing amongst others.
	Fomenky (2015)	The results of the study showed that employees preferred to be recognised monetarily instead of other motivational factors such as employee leave.
	Anyim, Chidi and Badejo (2012)	Concludes that there are no suitable factors for motivating employees hence in this modern complex century, employees can enhance employees' performance with motivational factors such as an appropriate and comfortable working environment, adequate salary, better-quality training as well as health and welfare, thus making these factors a priority
	Forster (2005)	This research suggests that a low or high level of motivation in organisations affects employees' performance thus, a low-level of motivation will cause uncertain employees to be unhappy which may lead to underperformance whereas a high-level of motivation makes

		employees enjoy their jobs, hence increasing performance.
	Ackah (2014)	Concluded that the higher employees are motivated the higher they are satisfied in their jobs hence retention is increased whilst when they are less motivated, they have the desire to quit hence affects their performance.
	Lazaroui (2015)	This research concludes that, self-esteem continues to influence employees' motivation in the workplace since employees explore for a sense of belongingness and recognition in the community as well as in the workplace and seeks to gain the consent and acceptance of their fellow employees and management.
	Seppala (2016)	Individuals want to have a sense of purpose and thus, employees with a purpose are more productive, resilient, and determined, however, this research justifies that employees' who are not

		satisfied at their jobs but has a greater sense of purpose are more determined and effective since they still support and contribute to the organisation.
	Edmonds (2018)	This research shows that organisations adopt strategies which are focused on advancement, job security, belongingness, organisational culture, fun, power, and a favourable working environment to motivate employees whereas promotion is recognised as the most complex factor in career development.
	Milicevic et al. (2014)	This research suggests that, giving employees the power or autonomy to have an impact or influence decisions in the organisation, helps to increase the performance levels through the commitment of employees; however, management must ensure there is an employee-manager open communication to minimize the absence of autonomy or self-esteem in order to avoid a negative impact on the organisational structure

		as well as the employee motivation within the organisation.
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Table 2.1: Summary of literature on motivation

Source: Author

2.14 Employee Performance

The success of organisations depends on the performance of employees, and this is justified by studies such as (Gardner, Wright, and Moynihan, 2011; Wright, Dunford, and Snell, 2001). According to Kanfer et al. (2005), the performance of employees is very relevant to every organisation, however employees exhibiting high performance when undertaking their task are a source of competitive advantage for their organisations. However, Noe (2006) asserts that attaining competitive advantage is significantly related to the human resource of organisations and since the employees are the human resource, they are the major source for organisations to develop and survive in this competitive business world.

According to Khan (2006), employee performance is described as the level at which employees accomplish a task or duty linked to the employees' job, however, an employee's overall job performance is implicated by the degree of an employees' possession of pertinent proficiencies, abilities, experience, knowledge, access to performance opportunities as well as the employees' level of willingness to obtain some motivation or the desire to perform. It is orated by Bernadin and Russel (1999) that performance is associated with evidence of the progress by employees on a quantified job task within an epoch of time.

Performance is related to employee performance that leads to the quality or quantity of job outcomes and was attained by employees in accord to the task assigned to them Mangkunegara (2005); moreover, performance that is derived intrinsically from the individual employee such as experience, ability and motivation as well as the performance influenced extrinsically from the individual worker such as, rewards, resources, structure, and leadership are the elements that influences employee performance. Employees with high performance represents either the

individual employees' job competency or task and therefore plays a vital role in the organisation and can be a foundation for employee promotions (Schuler, 1990).

Studies by researchers (Sharif et. al 2013; Gonza and Garazo 2005; Deery 2008; Cohen 2004; Liu 2007) identifies some factors that affects employees' performance either positively or negatively. These factors include work life policies, employee empowerment, training, and development as well as organisations cultural behaviour and therefore these factors should be considered since they motivate employees. The performance of employees in every organisation is very vital hence Borman and Motowidlo (1997) discusses a division of employee performance and that are task, circumstantial as well as organisational citizenship behaviour (Organ, 1998) and are all related to the constructive behaviour of employee performance. However, Bennett and Robinson (2000) argue that the performance of employees may sometimes be harmful and unexpected to the organisation, hence employee performance is always not positive and can be termed as employee deviant behaviour.

In creating competitive advantage for organisations McCloy et al. (1994) discusses that three main factors influence employee performance, and these are motivation, declarative knowledge, and technical knowledge. These factors highlighted by McCloy et al. (1994) are recognised to be the factors of job performance known to Campbell's model and this was developed by Campbell (1990) to contribute or measure to employee's individual performance, rather than in a group. Nonetheless, there are a variety of ways in which performance can be measured and Mello (2006) suggest three elements which are based on traits, behaviour, and the results. Moreover, Sonnentag et al. (2008) orates that performance is a paradigm which is active and there is a variation from time to time within every individual, hence it is the responsibility of management in organisations to measure the performance of employees regularly or conduct regular performance appraisals. They further discuss that, there is no set or final way of measuring employee performance, despite there are a lot of techniques that exists, however, some of these methods are linked to samples, rating, alternates, models, and technology improved appraisal, hence makes it evidential that measuring the level of employee performance is very vital for organisations.

Extant empirical studies conducted by researchers (eg. Abernethy and Bouwens 2005; Wilderom et al. 2007; Wouters 2009) on performance indicate the factors of performance are established closely with consulting employees and the impact of this on employees is that they are not just optimistic about these performance measures developed but rather obtaining

feedback (Kleingeld et al., 2004) from these measures developed are more useful to them. This is also justified by (Cawley et al.1998; Luckett and Eggleton 1991) who affirms that, when performance measures are developed by involving employees, they perceive this as trustworthy and an influential resource hence employees have a high possibility of accepting their output.

According to Armstrong (1999), there are four main normative concerns of managing employee performance and these are linked to the aim of improving the performance of employees, developing employees, satisfying what the various stakeholders for the organisation expects and finally improves communication and involvement of employees to ensure jointly agreed and achieved goals and objectives. Nonetheless, it is argued that managing the performance of employees is usually associated with making salary decisions in some organisations instead of aiming at increasing the organisations performance through the development of employees (Ellis and Saunier, 2004). This assertion is justified by Torrington et al. (2008) amongst other researchers who postulates that organisations usually deviate from relating managing employees' performance to imperative processes of the organisation such as strategic development.

A study conducted by Bhatti and Qureshi (2007) to find out the impact of employee participation on their commitment, productivity, and job satisfaction in three different sectors, resulted that when employees play a role in contributing to the decision making in the company, it may fulfil their desires hence increase how motivated they are which impacts on their performance. In support of this, a study on employees' performance and welfare conducted by Badrinarayan (2013) concluded that a positive employee and organisation relationship will result in a positive impact on employees' performance and vice versa. This assertion is further justified by Ukaejiofo (2013) who in a study discovered that when employees are recognised and given opportunities to grow as well as challenges and non-monetary rewards, it highly effectively impacts on their performance.

An exploration on increasing employee performance in Vietnam through opportunities for advancement and the work place environment revealed that these two factors had a positive impact on employee performance, however other factors on increasing performance were discovered by (Larkin et al. 2012; Gielen et al. 2010) in their research that team and individual inducement programs, performance related wage and reward motivates employees which impacts positively on their performance hence leading to high productivity in the organisations. Despite this assumption, it is being argued that using incentives may have a positive impact on

employees but might not always be the case, since it increases team working performance rather than individual employee performance (Trevor et al. 2012).

Chandrasekar (2011) conducted a research on employee performance and concluded that training and development, employee motivation, employee job satisfaction, performance appraisals, structure of organisation, job security as well as compensation, however, in support to this; Khan et al. (2010) also discovers that employee motivation is the major factor, which is the best for organisations to increase performance, because it helps keep employees active to deliver their best performance. Muda et al. (2014) also confirms that, motivation, job stress and communication as factors which are significantly correlated to employee's performance. This is justified by Mizuno et al. (2006) who discusses that job stress impacts on employee's performance and is a usually recognised social concern that affects the psychological, physical and the overall health of employees (Conway et al., 2008).

Stress is an issue which is associated to employee performance in organisations, however almost every individual undergoes stress one way or the other, but employees may experience stress in a variety of ways either in the workplace or their personal daily activities hence might impact on their performance at work (Feddock et al., 2007). Despite the factors associated with employee performance, (Kamery 2004; Ekerman 2006) in their study discovers and justifies that employee motivation is the primary element that helps to improve or enhance employee performance as well as productivity and this is because it focuses on getting employees involved in the organisation hence making their job meaningful and interesting. Communication is a major element when it comes to the operations of an organisation hence the bottom-line is that organisations success is closely linked to the communication with employees since it can significantly impact on employee's performance as well as organisations productivity.

Research conducted by Saeed et al. (2013) on what influences employees' performance in the workplace concluded that attitude of management, culture of organisations, employees' personal problems, monetary rewards as well as the job content influences employee performance, and these factors are linked to employee motivation hence proves how essential motivation is to performance. A study conducted by Kappagoda (2012) on the impact of employee performance on the task and contextual performance in the banking sector concluded that employees' satisfaction with their jobs and task had a significant influence on how satisfied customers were as well as influenced their sustainable usual performance. He further justifies

this by postulating that, employees are the first point of contact to customers each day as well as they deal with the daily operations of the organisations all the time hence how they perform impacts on the organisation's operations performance as well as customer satisfaction.

In view of this, Robbins et al. (2013) categorises employees' behaviour that encompasses employees performance at work and these are task performance which is linked to employees responsibilities associated with the production of products or services or admin duties; whereas citizenship performance is linked to the activities of employees contribution to their working environment emotionally, such as employee relationships to helping and respecting others as well as contributing to the organisations goals. Counter-productivity performance is the third employee behaviour type on performance which deals with the negative attitude which are activities of employees that affects the organisation adversely such as causing damage to company property, theft, as well as vicious attitude towards other employees.

Research conducted by Li et al. (2012) to investigate the effects in which training employees have on the link between organisational performance and environmental attitude, concluded that training employees has a positive impact on the performance of employees, as well as the organisation to enhance sustainability in development and is closely linked to human resource management. This assertion is supported by a study conducted on the influence of maximizing training on performance and possible employee benefits, by Mohd et al. (2012) and concluded that, to ensure sustainability of performance in organisations, they must be well-organized and implement training programmes because training has a significant impact on performance. They further emphasised that, training employees do not only contribute to their understanding, abilities, outlook, and proficiency but essentially impact positively on their self-esteem thus their motivation; however, employees gaining all these benefits of training will enhance their effective and efficient performance, which will in turn impact on the organisations' performance positively.

Talukder and Mominul (2011) also conducted research on performance and identified that there is a significant relationship between the selection process with competency and performance appraisal hence managers must provide employees with rewards based on the needs of the organisation in order to contribute to the performance of individual employees. However, research conducted by Choudry (2009) on labour productivity determinants, discovered that some economies in south Asia except India and sub-Saharan Africa has a low employee performance in productivity and therefore needs to pay more attention to this issue through

training and development. In view of this, Abdulla et al. (2009) posits that training and development, performance appraisals, teamwork and HR planning are directly linked to employee performance hence affecting organisational performance and making it evidential that human resource management practices is very significant to the performance of employees.

Mutsotso and Wanyama (2010) also adds that to enhance the skills, efficiency, and effectiveness of employee perception in undertaking their operational duties, organisations need to ensure that, there are measures put in place for training and educating employees regularly. They further discussed that, educating and training employees regularly influences employees' emotions on satisfaction, motivation and eventually increase performance as well as production, however this means that organisations have the strength or capability to increase employee performance through a highly motivated workforce. This assertion leads to Hameed and Waheed (2011) who posits that building the skills of employees through skills building activities and initiatives is a justification of the organisation caring for its employees, thus organisations who invest in employees enhances employees job satisfaction which leads to increased performance in the organisation as well as employees.

2.15 Operational Performance

For organisations to achieve success and competitive advantage, the operational performance must be considered to help record, observe, and measure aspects of operations performance (Greasley, 2008). This can be achieved by identifying performance measurement which are linked to the internal and external elements significant to achieving organisational competitive edge. The performance of organisations is very crucial hence organisations which are successful always aims to maintain their operations performance reputation by being efficient and effective (Batista, 2009). Batista (2009) further discusses that an effective organisation is linked to the production of goods and services such that customers will demand it whereas efficiency is linked to the production of necessitated goods and services using low cost as well as effort. This makes it evidential that operations performance of organisations is essential and since it is directly linked to satisfying customers, and in other to achieve this, employee's performance plays a vital role hence is relevant for this study.

The operational performance of organisations helps organisations to obtain competitive advantage, hence this is strategically vital to organisations as the objectives for performance must be the focus of organisations to achieve strategic goals (Johnston et al., 2012). According to Slack et al. (2007), there is a general essential performance objective that affects all varieties of organisations in order to achieve competitive advantage and measure operations performance and these are speed, dependability, quality, flexibility and cost.

Cost is a measure of performance in operations, which is related to the ability for organisations to produce at a low cost, hence any cash related obligation to operations is considered by organisations (Cut and Lewis, 2002). However, organisations clashes when it comes to cost but the lower, they minimize the cost of products and services, the lower organisations can decrease the cost to employees. Arguable, it can be posited that employees can affect cost as an operational performance objective since their individual performance before, during and after production may affect the cost of production. Hill (2003) suggest that cost can be categorised into effective operation, investment operation as well as the working investment. The working cost is linked to employing individuals with a specific talent or abilities across different time regions to maintain budget commitments to boost operations, however this can be classed into two which are the hourly cost (employee salary per unit time) and the unit cost which is linked to the cost of effort per unit (Slack et al., 2007).

Quality is a measure of operational performance objective and is related to the organisations capability or abilities to produce error-free and in accordance with any stipulations, nonetheless it should be consistent and should meet the customers' expectations (Johnston et al., 2012). Quality is a basic operation objective thus this factor is usually the part of operations which is unmistakable and easy to judge by consumers, hence evidential that it has a significant effect on the consumer (Slack et al. 2007). Quality also depicts how the product and services are durable, reliable, serviceable, its performance, its value, and the desirability of its features (Gronroos, 2000).

The measure of the ability to produce products and services quickly to meet consumer needs as well as giving customers a short time frame for collection after an order is being made is speed (Tom and Lucey, 2005). This performance objective is also linked to speedy decision making, the pace at which data and materials move during operations. Speed is usually associated with time hence the manufacturing and processing time of high demand of products as well as the time taken to research and develop a product are all linked to speed (Lowson,

2002). Speed can be used to achieve competitive advantage and can be arguable that it is influenced by the performance of employees since employees are the human resource of the organisations working hard to meet consumer preference.

Flexibility is the operational performance objective that measures how an organisation can change its operations to accomplish new supplies, however this is associated with the assumption that supplies demands may change from time to time hence, organisations having the ability to develop, introduce or modify products and services is essential to its success (Bucki and Pesqueux, 2000). This may involve a variety of flexibility such as volume and delivery flexibility thus, the ability to adjust the output of quantity over time and the aptitude to adjust delivery times to meet customer demands respectively amongst others. To achieve flexibility organisations needs to adopt multipurpose tools, equipment, have suppliers with a flexible reputation as well as a workforce that have a flexible ability or are willing to adopt to change every time (Roy, 2009).

Operationally, organisations being able to deliver products and services as agreed with costumers, that is meeting the deadlines and as promised to customers is known as dependability (Barnes, 2008). However, an efficient and effective communication, good systems in place for scheduling, motivated employees and how clear the process is operated amongst others are the factors that can contribute to achieving dependability. This performance objective measure cannot be achieved without an effective human resource or work force; therefore, it shows how employees' performance plays a major role in the success of an organisation, also motivating the workforce influences employee's performance hence the operational dependability.

The performance of organizations based on their operational performance is essential to the success of organisations hence excelling in these factors will mean the organisation will attain competitive advantage since cost, quality, speed, dependability, and flexibility in summary represents low price, high quality, fast delivery, reliable delivery and wide range of products and services as well as volume and delivery timing respectively (Slack et al. 2007). The paradox which emerges from the literature reviewed on operations performance and more focused on a performance objective measure is that motivated workforce plays a role in attaining performance operational wise but critically considering the obvious hypothesis, if the employee performance is not impressive, it will affect the operational performance hence

motivation, employee performance and operational performance has a link between them and will be justified in this study.

2.16 Summary of literature on employee and operational performance

Area of Study	Author	Summary of findings relevant to this research
Employee performance and operational performance	Khan (2006)	Employee performance is described as the level at which employees accomplish a task or duty linked to the employees' job, however, an employee's overall job performance is implicated by the degree of an employees' possession of pertinent proficiencies, abilities, experience, knowledge, access to performance opportunities as well as the employees' level of willingness to obtain some motivation or the desire to perform.
	Chandrasekar (2011)	A research on employee performance concluded that training and development, employee motivation, employee job satisfaction, performance appraisals, structure of organisation, job

		security as well as compensation
	Khan et al. (2010)	Discovered in their research that employee motivation is the major factor, which is the best for organisations to increase performance, because it helps keep employees active to deliver their best performance.
	Ekerman (2006)	Discovered and justified in a study conducted that, employee motivation is the primary element that helps to improve or enhance employee performance as well as productivity and this is because it focuses on getting employees involved in the organisation hence making their job meaningful and interesting.
	Saeed et al. (2013)	A research conducted on what influences employees' performance in the workplace concluded that, attitude of management, culture of organisations, employees' personal problems, monetary rewards

		as well as the job content influences employee performance, and these factors are linked to employee motivation hence proves how essential motivation is to performance.
	Kappagoda (2012)	A study conducted on the impact of employee performance on the task and contextual performance in the banking sector concluded that employees' satisfaction with their jobs and task had a significant influence on how satisfied customers were as well as influenced their sustainable usual performance
	Li et al. (2012)	This research investigates the effects in which training employees have on the link between organisational performance and environmental attitude, concluded that training employees has a positive impact on the performance of employees, as well as the organisation to enhance

		sustainability in development and is closely linked to human resource management.
	Talukder and Mominul (2011)	A research on performance identified that there is a significant relationship between the selection process with competency and performance appraisal hence managers must provide employees with rewards based on the needs of the organisation in order to contribute to the performance of individual employees.
	Slack et al. (2007).	Quality is a basic operation objective thus this factor is usually the part of operations which is unmistakable and easy to judge by consumers, hence evidential that it has a significant effect on the consumer
	Tom and Lucey (2005)	The measure of the ability to produce products and services quickly to meet consumer needs as well as giving customers a short time

		frame for collection after an order is being made is speed
	Bucki and Pesqueux (2000).	Flexibility is the operational performance objective that measures how an organisation can change its operations to accomplish new supplies, however this is associated with the assumption that supplies demands may change from time to time hence, organisations having the ability to develop, introduce or modify products and services is essential to its success
	Barnes (2008)	Operationally, organisations being able to deliver products and services as agreed with costumers, that is meeting the deadlines and as promised to customers is known as dependability

Table 2.2: Summary of literature on employee and operational performance

Source: Author

2.17 Conceptual framework

The literature reviewed in this chapter delivers an understanding into the Ghanaian economy and textile industry, as well as employee motivation and employees' operational performance. However, the study is grounded in the content or needs theories (eg. Maslow 1943; Alderfer 1969; McClelland 1962) with the focus on Herzberg two-factor theory (Herzberg, 1971) as well as operational performance objective theory.

The literature discussed presents evidence of a link between motivation and employees' operational performance. The literature reviewed focused on understanding motivation, operational performance as well as the Ghanaian large-scale textile manufacturing industry. It was deduced that human resource management is an important aspect of organisations and thus has a direct impact on employees. The literature reviewed on motivation justifies the link between the content theories of motivation thus highlighting on Herzberg two-factor theory as the basis of this study. According to the literature reviewed and its link to the conceptual framework of the study, employees are motivated by either intrinsic and or extrinsic factors thus a correlation with employees' operational performance objectives which includes quality, flexibility, delivery, and cost. These operational performance objectives play a major role in the operational performance of employees and organisations.

With reference to the above literature discussed, the current study proposes that employee motivation has a positive impact on employees' operational performance. In addition, this study hypothesises that motivation of employees has a positive impact on employees' operational quality, cost, flexibility, and delivery performance. The current study also proposes that intrinsic and extrinsic motivation positively impacts on employees' operational quality, cost, flexibility, and delivery performance respectively. Below is Figure 2.3, illustrating the concerned conceptualised relationships of the variables.

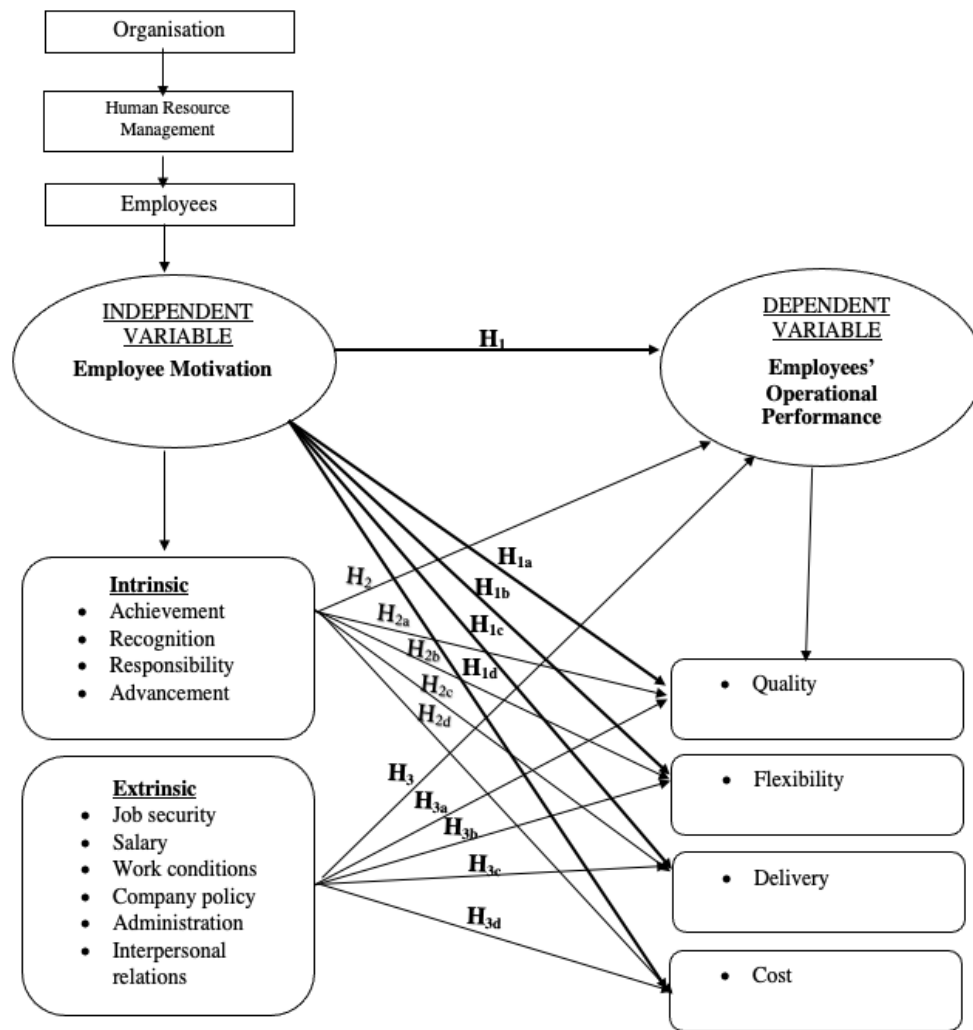


Figure 2. 3: Conceptual Framework

Source: Author

2.18 Research Hypothesis

To help answer the research questions developed, extant literature was reviewed and discussed in this chapter, whereby some hypothesis was developed with regards to the theoretical development. The conceptual framework above demonstrates the expected relationships between the variables. The independent variable for the study is employee motivation, whereas the dependant variable is employees' operational performance. The deduced hypothesis for this study can be linked to the literature reviewed in this chapter thus focusing on employee motivation, operational performance, and the Ghanaian manufacturing industry. The hypothesis aims to determine the relationship between employee motivation and employees' operational performance whilst aiming to determine the link between intrinsic and extrinsic

motivation factors and the operational performance objectives (quality, flexibility, delivery, and cost) in the Ghanaian large-scale manufacturing industry. The hypothesis listed below will be tested with various statistical test such as correlation and regression analysis, with the help of SPSS version 24.0

H₁: Employee motivation has a positive impact on employees' operational performance.

H_{1a}: Employee motivation has a positive impact on employees' operational quality performance.

H_{1b}: Employee motivation has a positive impact on employees' operational flexibility performance.

H_{1c}: Employee motivation has a positive impact on employees' operational delivery performance.

H_{1d}: Employee motivation has a positive impact on employees' operational cost performance.

H₂: Intrinsic motivation has a positive impact on employees' operational performance.

H_{2a}: Intrinsic motivation has a positive impact on employees' quality operational performance.

H_{2b}: Intrinsic motivation has a positive impact on employees' operational cost performance.

H_{2c}: Intrinsic motivation has a positive impact on employees' operational flexibility performance.

H_{2d}: Intrinsic motivation has a positive impact on employees' operational delivery performance.

H₃: Extrinsic motivation has a positive impact on employees' operational performance.

H_{3a}: Extrinsic motivation has a positive impact on employees' quality operational performance.

H_{3b}: Extrinsic motivation has a positive impact on employees' operational cost performance.

H_{3c}: Extrinsic motivation has a positive impact on employees' operational flexibility performance.

H_{3d}: Extrinsic motivation has a positive impact on employees' operational delivery performance.

2.19 Summary

Literature was reviewed in this chapter and has been revealed that, there are links between employee motivation and performance (eg. Ackah 2014; Bao and Nizam 2015). Nonetheless, it was identified that many studies focus on employee performance and organisational performance rather than employees' operational performance. Likewise, with regards to the literature, it is feasible to assume that there is an existence of a relationship between the two concepts although empirically such a relationship is yet to be examined. In addition, the context of the study being conducted with reference to, the reviewed literature reveals that, little emphasis has, yet been placed on other sectors in the manufacturing industry such as the textile manufacturing sector.

Lastly, the nature of interdependence between employee motivation and employees' operational performance within the textile manufacturing sector has not yet been determined in a developing country such as Ghana. The next chapter of this study focuses on the methodology adopted for this study, to determine the impact employee motivation has on the operational performance of employees.

Chapter 3: METHODOLOGY

3.1 Introduction

The purpose of this chapter is to elaborate on the method and designs adopted for conducting this research. This chapter begins with a discussion on the research philosophy adopted, whilst explaining some research paradigms thus positivism, interpretivism, realism and pragmatism. The researcher adopted the pragmatist stance on the argument that, pragmatist eliminates restrictions on approaches, assumptions, and techniques to focus on choosing the best option to achieve the appropriate answer for the research question. Following this, this chapter discusses the research design, population and sample size, data gathering procedures, statistical data analysis procedures, reliability and validity of data instrument and a reflexivity on the field work. The figure 3.1, below shows an overview of the methodology.

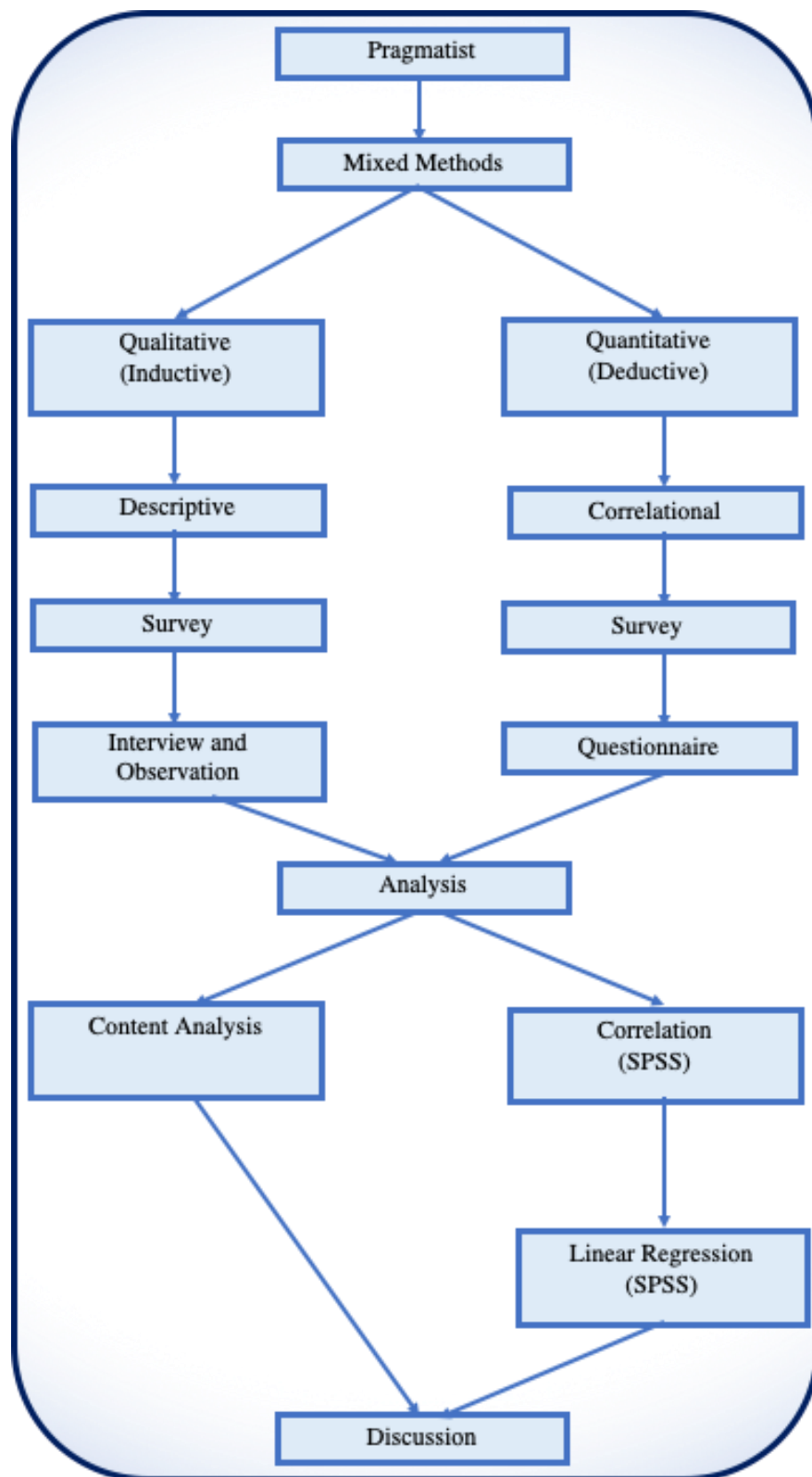


Figure 3. 1: Overview of methodology

Source: Author

3.2 Research Philosophy

Johnson and Clark (2006) discuss that, considering the diverse types of assumptions and philosophies plays a vital role in designing the research methodology because it influences our choice of methods, what we do and what we seek to find. However, the ontological and epistemological reflections which is focused on what may institute reality, beliefs and knowledge highly influences research from the design stage to the conclusion stage (Blaike, 2000 and Easterby-Smith et al., 2008) hence justifies its importance. According to Hudson and Ozanne (1998), the nature of authenticity or reality is used to define ontology whereas Carson et al. (2001) defines epistemology as the link between the researcher and authenticity, or perhaps how the authenticity or reality was derived.

The ontological position deals with the subjectivity or objectivity realities in the mind of the researcher (Chia, 2002; Hatch and Cunliffe, 2006); whereas the epistemological position deals with the way research is conducted or investigated appropriately to gain or discover knowledge (Easterby-Smith et al., 2008). This research is therefore aimed to be objective but however, there is always a bit of subjectivity in every study. Also, Objective because, the researcher aims to make claims and conclusions from gathered evidence which has been tested for reliability and validity. Moreover, the ontological assumptions have an interdependent relationship with the epistemological considerations.

According to Eriksson and Kovalainen (2008) and Saunders et al. (2009) the justification for generalising a study is through the production of knowledge and this is as a matter of the appropriateness of the research method, in consideration with epistemological questions assumed.

3.2.1 Positivism and Interpretivism

Hudson and Ozanne (1998) discusses that irrespective of what a researcher's belief or viewpoint may be, any research situation or spectacle has a definite objective reality hence in the positivist ontological stance, there is the belief that the world is external (Carson et al., 2001). The positivist approach therefore follows the scientific standards of reality (Roth and Metha, 2002) which is structural and controlled through a clear identification of a research topic, developing an appropriate hypothesis as well as adopting to the appropriate methodology (Churchill, 1996).

The interpretivist in contrast to the positivist aims to understand an event or phenomenon interpreted by people however this approach sees the construction of facts and reality as multiple and relative (Hudson and Ozanne 1998) that is, facts observed are interpreted and subjective (Roth and Metha, 2002). An interpretivist according to (Hudson and Ozanne 1998), is aware or has some perception about the research situation prior to going to the field but has an assumed claim that it is not enough for designing research since its nature is unpredictable, complex, and multiple of a perceived reality.

The positivist believes that the human behaviour, research subjects and the researcher must work independent since influencing each other will affect the context and generalisation of a research, however this is in contrast to the interpretivist believe is linked to understanding subjective experiences, reasons, motives and meanings of human behaviour, and are bound to the period and context rather than generalising and predicting causes and effects (Carson et al., 2001; Hudson and Ozanne 1998).

Roth and Metha (2002), postulate that it is easy to judge that there is no compatibility between the positivist and interpretivist philosophical paradigm but rather by contributing to missed information to each other, they counterpart each other. Knox (2004) complements this by highlighting that mixing the positivist and interpretivist philosophical standpoint is unacceptable but rather mixing the methods used by these two-philosophical viewpoints are acceptable. It is further postulated by (Knox 2004; Merchant 2004) that the validity and reliability as well as the importance of a research maybe abridged if the positivist and interpretivist philosophical standpoint are credulously used or linked together; whilst the originality and innovation of the data collection is lost.

Based on the above critical discussion, it can be hypothesized that the positivist and interpretivist are not basically at probabilities but rather the same data necessitates varied methodical lenses. According to some researchers the fact that an objective reality is unknown to a researcher, it should not prevent them from finding the truth and complementary not be seen as conflicting with the interpretivist objectives (Farrer, 1984; Mackinlay and Craig, 1997). Geertz (1999) advocates this by discussing that the positivist and interpretivist stance may completely contradict each other in relation to an objective truth unknown to the researcher based on the fact that understanding facts are considered through several subjectivities as well as the researchers themselves.

Moreover, it can be concluded that the positivist philosophical stance deals with achieving knowledge through the systemic observational and experimental methods, that is it follows the systematic methods of natural sciences (Roth and Metha, 2002; Marshal, 1984). Researchers like King et al. (1994, 1995) and Knox (2004) alerts that an approach for conducting research should not be limited to just one method thus, quantitative, and qualitative since the positivist and interpretivist can further their research goals when they share an integrated fundamental conclusion.

Relating this study to the positivist philosophical stance will mean that the research will be focused on causation, objective reality, generality, and replicability whilst if centred on interpretivist it will be focused on just interpretation, subjective reality, specificity, and self-validation. Hence this study will not adopt these 2 individual philosophical stances. These differences between the positivist and interpretivist are shown in table 3.1 below:

Positivism	Interpretivism
Causation—Seeks to understand the causal explanation for a phenomenon or event	Interpretation—Seeks to understand how people interpret a phenomenon or event
Objective reality—Presumes the “existence of facts”	Subjective reality—Recognizes the “construction of facts”; facts are seen as interpreted and subjective
Generality—Analysis seeks a “law” that extends beyond specific instances studied	Specificity—Analysis is context specific and based only on the subjective understanding of individuals within a specific context
Replicability—Analyses can be tested and verified empirically against other cases	Self-validation—Analyses can only be self-validating, through the consistency and coherence of “thick description”

Table 3. 1: Differences between positivist and interpretivist approach

Source: Roth and Metha, 2002

3.2.2 Realism

Realism is another philosophical stance which states that the reality of the truth is what the senses shows us, however this philosophy is linked thus reality is linked to the independence of the mind (Saunders et al.,2009). Moreover, Hatch and Cunliffe (2006) discusses that the realist philosophy is not reliant on human mechanism but rather there is a being of real structures hence the belief that knowledge is created socially; and this supports the affirmation that the reality of knowledge natures from social circumstances.

The realist philosophy according to studies is a branch of epistemology which has similarities with the positivist philosophy that is, it is presumed that it follows a scientific approach in developing knowledge (Saunders et al.,2009). This assumption underpins the data collection and understanding the data with an implication that the realist philosophy adopts deductions from positivism which has no flexibility due to the systematic standards used and the high level of contextual evaluation used in the interpretivist philosophies (Bryman and Bell, 2007; Easterby-Smith et al.,2008; Saunders et al.,2009).

Irrespective of science and observation as stated by Blaike (1993; 2000), there is a presence of reality, and this implicates that the standards of validity are understood in accepting the fact that it exists or not (Yates,2004). The realist philosophy posits that in comparison to the interpretivist philosophy, there is an existence of variety between natural sciences and social sciences, however this means that the reality of social sciences is pre-interpreted (Hatch and Cunliffe, 2006; Morgan, 2007).

The realist philosophy may seem to have some similarities with the positivist and follows some scientific approach such as objectivity, rationality, and empirical evidence but it is strongly based on the senses showing the reality of the truth.

3.2.3 Pragmatism

There have been arguments which are unavoidable on the competitive ring between ontology and epistemology as well as choosing between the positivist or interpretivist philosophy (Saunders et al.,2009). This philosophy is developed around consequences, actions, and conditions relatively than traditional systematic conditions of the positivist philosophy (Patton, 2002; Morgan, 2007). Moreover, the pragmatist is more focused on the important aspects of research strategy (ontology, epistemology, and axiology) and are the research questions,

therefore in answering the research question, being open to more than one research method is important.

The point of focus for this philosophy is therefore centred on the research question and not the research method thus exploring a variety of methods to edify the researchers understanding on the research problem is also a focus (Knox, 2004; Morgan, 2007). The Pragmatist philosophy is therefore the strong root of a mixed method research, which deals with pluralism in the methodological framework to investigate a research problem, hence in the end, the stance of the pragmatist is opened to more than one paradigm of knowledge creation but rather extracts from both such as quantitative or qualitative (Rossman and Wilson, 1985).

Tashakkori and Teddie (1998) supports that in the pragmatist framework, there is a varied approach to research and therefore the researcher should think of research philosophy as a continuum process instead of diverging or opposing views. Pragmatism is naturally attracting researchers largely, because it prevents them from engaging in debating pointlessly in what they see about concepts, such as the truth and reality; but rather see what interests them, it is of value to them and can be investigated in different ways they feel will yield appropriate results to bring about positive implications (Saunders et al., 2009; Tashakkori and Teddie, 2009).

The pragmatist, therefore, eliminates restrictions on approaches, assumptions, and techniques to focus on choosing the best option to achieve the appropriate answer for the research question.

3.2.4 Research Philosophy Adopted

In the context of this study, the researcher has adopted the pragmatism philosophical stance. This is because the pragmatist focuses on both or either observable fact as well as subjectivity since this can develop an acceptable knowledge reliant on the research question (Saunders et al. 2016). This philosophical stance will be adapted because the researcher aims to develop hypothesis from extant theories and test them but however will also use a subjective approach hence the mixed method approach will be adapted to avoid restrictions on methods, assumptions, techniques, and procedures (Rossman and Wilson, 1985); focusing on appropriate and best option to answer the research questions. To edify the researcher's understanding on the research problem, adopting the pragmatist way of thinking will help him in exploring a variety of methods to achieve the best results (Knox, 2004; Morgan, 2007).

3.3 Deductive Reasoning

Based on the integration of literature and theories in relation to motivation (Maslow, 1943; Herzberg, 1971, Bruce and Nyland, 2011 etc.) and performance (Bandura, 1997; Imai, 1997; Vickery et al. 1997; Slack et al. 2004; Kanfer et al., 2005 etc.), a variety of arguments were established. However, the arguments from these literature and theories elevated some questions for the purpose of this research. The research questions for this study are as a result of the strong foundation on the concept, theories and literature of employee motivation and performance. This rationality therefore puts this study into a deductive reasoning.

The research questions formulated for the purpose of this study is reiterated below:

1. How does employee motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
2. Does intrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
3. Does extrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?
4. What is the nature of employee motivation in the large-scale indigenous textile manufacturing industry in Ghana?

According to (Stake 2005; Akhigbe and Madura 2008; Saunders et al. 2009) the most appropriate trajectory for answering these research questions which are deeply founded or embedded in theory is the deductive approach. Saunders et al. (2009) further discusses that the deductive approach involves five main steps which are *“deducing testable hypothesis, expressing the hypothesis in the operational form; testing operational hypothesis; examination of findings and finally modification of the theory if necessary”*

Based on the research questions developed by the researcher, testable hypothesis was developed from the incorporation of theories to create the theoretical framework, hence the first step of deductive reasoning according to Saunders et al. (2009) is rationalised from the research questions.

3.3.1 Deduced Hypothesis

H1: Employee motivation has a positive impact on employees' operational performance.

H1a: Employee motivation has a positive impact on employees' operational quality performance.

H1b: Employee motivation has a positive impact on employees' operational flexibility performance.

H1c: Employee motivation has a positive impact on employees' operational delivery performance.

H1d: Employee motivation has a positive impact on employees' operational cost performance.

H2: Intrinsic motivation has a positive impact on employees' operational performance.

H2a: Intrinsic motivation has a positive impact on employees' quality operational performance.

H2b: Intrinsic motivation has a positive impact on employees' operational cost performance.

H2c: Intrinsic motivation has a positive impact on employees' operational flexibility performance.

H2d: Intrinsic motivation has a positive impact on employees' operational delivery performance.

H3: Extrinsic motivation has a positive impact on employees' operational performance.

H3a: Extrinsic motivation has a positive impact on employees' quality operational performance.

H3b: Extrinsic motivation has a positive impact on employees' operational cost performance.

H3c: Extrinsic motivation has a positive impact on employees' operational flexibility performance.

H3d: Extrinsic motivation has a positive impact on employees' operational delivery performance.

To measure the deduced hypothesis, as the next step in the deductive process, the hypothesis was articulated in an operational formula. This operational method and measurement tools for measuring and testing the hypothesis developed from the conceptual framework in this study is demonstrated in the figure 3.2 below.

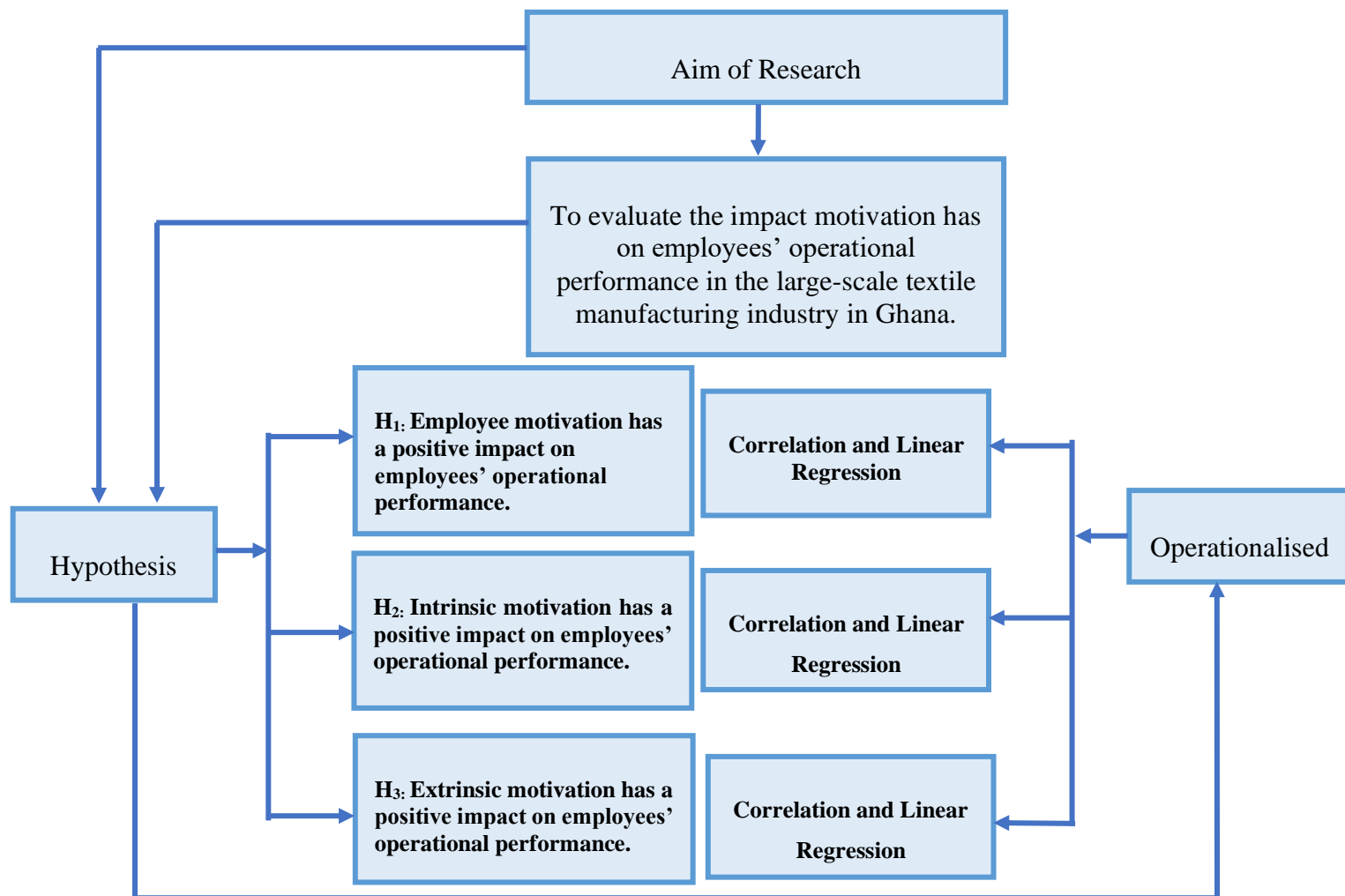


Figure 3. 2: Operational method and tools for testing hypothesis.

Source: Author

3.4 Research Design

This research will adapt the mixed method design or approach. According to Johnson and Onwuegbuzie (2004), qualitative and quantitative research methodologies each has its own merits and demerits, however using both together can be extremely advantageous. It is the belief of some researchers that qualitative and quantitative methods opposes each other in nature whereas others have the opinion that they may characterise different conclusions but of

the same scale (Newman and Benz, 1998). Johnson and Onwuegbuzie (2004) further supports the above assertion by stating that techniques related to both quantitative and qualitative faces some limitations such as generalisation and complications with replication respectively. They further justify this by asserting that, the mixed method approach helps to overcome these limitations by adopting various viewpoints, positions and perspective to a research problem and question, with the use of research tools from both qualitative and quantitative approach.

Tashakkori and Teddlie (2003) postulates that, the mixed method approach dates back from the middle to the late 90s where it emerged. With reference to this research approach, studies by (Creswell, 2003; Tashakkori and Teddlie, 2003; Johnson and Onwuegbuzie, 2004) concludes that, researchers philosophically use research methods and analyses data in a particular study by combining both qualitative and quantitative approach. However, combining these two approaches to form a mixed method helps researchers not only to gather or examine numerical or narrative data but rather gather and examine both numerical and numeric data (Johnson and Onwuegbuzie, 2004). Tashakkori and Teddlie (2003) gives an example of adopting a mixed method approach, that is data can be gathered with the use of a close-ended survey questions to gain numerical data whilst conducting an interview or observation using open-ended for narrative data.

The main benefit a researcher may gain from adopting the mixed method approach is to maximise the good merits of either quantitative or qualitative in other to minimise the flaws of either one of them (Schwandt, 1989). Schwandt (1989) further gives an instance where a researcher may use the qualitative approach to collect in depth issues that may affect a study and use these facts to develop a quantitative aspect which will aim to evaluate how these facts gathered qualitatively affects user inclinations. Saunders et al. (2009) also justifies this instance by stating that, a mixed method approach adopts both qualitative and quantitative data collection and analysis techniques which can be parallel (at the same time) or sequential (one after the other) and not combining them. They further explain this by stating that, despite a mixed method approach uses a combination of both qualitative and quantitative methods, qualitative data is analysed qualitatively, whilst quantitative data is analysed quantitatively and as well either one of the approaches may predominate the other.

According to Creswell and Plano Clark (2007), there are 4 major different types of mixed method design which are triangulation, embedded, explanatory and exploratory. These types of mixed method design are classified in two major types which are concurrent and sequential

(Saunders et al., 2009) but Creswell et al. (2007) classifies triangulation and embedded under concurrent whereas explanatory and exploratory falls under the sequential mixed method design. The explanatory sequential design begins with quantitative data collection and analysis focusing on the research questions which is followed by a qualitative data collection and analysis based on the results of the quantitative phase (Creswell, 2003; Mertens, 2005). However, it is vital for the researcher to explain how the second phase, thus the qualitative results help to explain the quantitative data. On the other hand, the exploratory sequential design opposes the explanatory since it prioritises and starts its data collection and analysis qualitatively (Creswell, 2003; Creswell and Plano Clark, 2007; Tashakkori and Teddlie, 2003). A build up from the qualitative results is conducted to help test and generalise the findings whilst an explanation for how the quantitative results builds up the qualitative data is also needed.

The embedded design is opined by (Creswell and Plano Clark 2007) as the mixed method design which happens as a result of the researcher collecting and analysing both quantitative and qualitative data focusing on the conventional quantitative and qualitative research design; moreover, the triangulation mixed method design focuses on merging both qualitative and quantitative data during data analysis.

Design Type	Timing	Mix	Weighting/ Notation
Triangulation	Concurrent: quantitative and qualitative at the same time	Merge the data during interpretation or analysis	QUAN + QUAL
Embedded	Concurrent and sequential	Embed one type of data within a larger design using the other type of data	QUAN(qual) Or QUAL(quant)
Explanatory	Sequential: Quantitative followed by qualitative	Connect the data between the two phases	QUAN → qual
Exploratory	Sequential: Qualitative followed by quantitative	Connect the data between the two phases	QUAL → quan

Figure 3. 3: Types of mixed method designs

Source: Creswell and Plano Clark, (2007)

The typologies of the mixed method design though widely used now is being criticised. One critic is McMillan and Schumacher (2006) who draws attention not only to the disadvantages but the advantages as well. They discuss that a researcher adopting the mixed method design must be knowledgeable and capable in using both quantitative and qualitative methods as well as the efforts, resources and extensive data needed to conduct a mixed method. With reference

to this research, the researcher has extensive knowledge in both quantitative and qualitative as well as has the resources needed to conduct this study.

A researcher has some sort of motivation whatsoever in designing their research, hence Johnson et al. (2007) discusses some inner drives of adopting a mixed method approach as a method that helps provide an in-depth knowledge and understanding of research since it involves the use of methods from both quantitative and qualitative and thus help to validate and produce comprehensive findings (Greene et al., 1989; Rocco et al., 2003). Another factor that drives researchers to adopt the mixed method is use of an exploratory inductive procedure which starts with empirical data of a specific phenomenon and followed by generalisation, theorization abstraction and a deductive confirmation (Rocco et al., 2003). The use of numerical facts to answer the research questions quantitatively whilst understanding relevant factors to the study qualitatively is another advantage which motivates researchers to adopt the mixed method approach. (Johnson et al., 2007; Rocco et al., 2003).

With reference to this study, the mixed method design is adopted for this research based on the advantages involved as well as the researcher's philosophical stance, that is both quantitative and qualitative approach hence dealing with measurable variables by developing and testing hypothesis as well as utilising in-depth factors for qualitative data gathering and analysing methods. Thus, adopting the explanatory sequential quantitative and qualitative design. This study therefore aims on adapting the survey approach for both quantitative and qualitative data. This is because the survey approach according to Saunders, et al. (2016) enables the researcher have control over the processes involved in the research and helps in the generalisation of the findings when a sampling is used in representing the entire population.

3.5 Quantitative approach

Based on the researcher's philosophical paradigm and design, the concept of measuring of variables arises. The quantitative approach which was driven by researchers who required quantified data (Leedy and Ormrod, 2001) came into existence around 1250 A.D (Williams, 2007). The quantitative approach is known to be involved in a statistical approach and as such, researchers deem it as an appropriate method for finding and creating new facts and meanings (Creswell, 2003). Waterman and Yanchar (2011) confirms this since they opined that research designed quantitatively is intensely rooted in measurement hence the main aim of this research

approach is to quantify data as well as generalising the results from a population using statistical tools and inferences. Leedy and Ormrod (2001) discuss that in quantitative approach, surveying and experimentation is usually in detail and this is because this approach focuses on testing hypothetically, estimations and general testing (Gelo et al., 2008).

Quantitative approach also focuses on scientific behavioural measurement in which large samples are used to generate philosophies that can be generalised or used to reflect a larger population (Boynton and Greenhalgh, 2004). Another important aspect of quantitative is the fact that objectivity is established since there is less interaction amongst participants hence the possibilities of less biasness in the interpretation of results (Newman and Benz, 1998). Analysis in quantitative approach can be based on either descriptive or inferential statistics by testing hypothesis with the aim of determining the significance of responses or the correlations that exist (Teddle and Tashakkori, 2009).

Despite the merits of quantitative approach, Östlund et al. (2011) postulates that it lacks the significance and visualization of a qualitative study since the questionnaire answers for a quantitative study are usually pre-coded. Moreover, despite the less biasness in quantitative since there is less interaction with participants, quantitative research may have structural bias and false representation based on the fact that researchers develop standard questions; nonetheless, there may be confirmation bias as well since a researcher may miss out some facts due to a more focus on assumptions or hypothesis testing than theories or developing hypothesis (Williams, 2007). The quantitative approach may cause the data gathered to not show participants feelings about the study. These highlights on the fact that quantitative researchers must construct and word their questions carefully to disregard any redundancy; hence there should be clarity, a direct reflection of the objective of the study and as well addressing each item consistently at a time (Dörnyei and Taguchi, 2009).

For this research, the survey method was adopted for the quantitative approach, in order to ensure the capability of using statistical analysis for the quantitative data gathered through direct questionnaires. The survey was distributed amongst the population targeted that's, employees in the Ghanaian textile manufacturing industry. The purpose of the survey was aimed at finding out how and what employee motivation influences employee performance in the indigenous Ghanaian textile manufacturing industry.

3.6 Qualitative Approach

Teddlie and Tashakkori (2009) posits that the qualitative approach unlike the quantitative deals with respondents' views since it involves a rich grounded knowledge related to their observable behaviour and through a detailed description of their engagements. Qualitative approach is usually rooted in conversations hence, Morgan (1980) discusses that researchers using this approach relates themselves with the efforts to understand, describe and interpret the meanings of their actions in a natural space. This was further posited by Cassell and Symon (1994) that unlike the quantitative approach, the focus of the qualitative approach is not influenced by a particular hypothesis or a definite framework but rather more focused on themes emerging and individual descriptions.

Gelo et al. (2008) discusses the characteristics and what describes the qualitative approach as being natural, its interpretation and simplification, in-depth and hypothesis drive. Moreover, one main characteristics of a quantitative approach is the fact that the research objectives are aimed at producing an in-depth understanding of participants through the gaining of knowledge from participant experiences, material circumstances, values, and precedents in the social world of research (Snape and Spencer, 2003). Also, Crotty (1998) discusses that, qualitative research is known for its sample size as small and usually chosen or focused based on measures which are significant. Unlike the quantitative approach, qualitative research methods involve interaction with participants, usually one-on-one, that is interviews, group interviews as well as observations hence it brings about exploration of developing issues (Shields and Twycross, 2003). Patton (2002) posits that, a researcher using a qualitative approach does not try to be manipulative of events within a framework since this approach demands a naturalistic method focused at gaining understanding in a specific context in the real-world scenery.

Unlike the quantitative approach, the findings and results of a qualitative research are not by statistical, or quantification means thus calculations, casual determination, and generalising findings, but rather through exploration of findings from the real-social world where events happen naturally and are clarified, understood, and reasoned by comparing situations (Strauss and Corbin, 1990; Hoepfl, 1997; Patton, 2002). Some methods used in the qualitative approach such as interviews does not have a restriction or not limited on detailed questions and is conducted by the researcher in real time, moreover this might result in other information emerging which can be reviewed and added to the research framework (Alvesson and Skoldberg, 2000). The qualitative approach usually involves the presence of the researcher or

an interaction with the participants face-to-face which is not avoidable hence researchers argue that this may affect the responses of participants and can cause problems of confidentiality and anonymity during the findings' presentation. Nonetheless, this approach is also classed as difficult and time consuming since it is usually characterised visually and in depth in nature, sample sizes are therefore small and causes suspicion of the researcher influencing the findings due to personal partialities and individualities (Morgan and Smircich, 1980; Cassell and Symon, 1994).

This study which seeks to find the impact of employee motivation on employee performance in the Ghanaian large-scale manufacturing textile industry. It provides a detailed information about employees' behaviours, emotions, characteristics, preferences amongst others therefore the qualitative approach is relevant to use sequentially with the quantitative approach since it involves flexibility making it efficient to highlight on emerging issues, ideas, and concepts during the research (Patton, 1980; Lincoln and Guba, 1985). However, since a qualitative approach involves natural observations such as interviews or ethnography this study used the interview method as well observing, taking relevant notes of actions, words, attitudes, and all types of behaviours (research diary) throughout the study (Sarah, 2010).

3.7 Population of The Study

The population targeted for the study is employees in the indigenous textile manufacturing industry in Ghana. However, the population of interest targeted for the study, based on contacts made with some large-scale indigenous textile manufacturing companies. Employees in these organisations were deemed to be familiar with the subject being studied and this is because they are affected or are interested in motivation and performance. Indigenous textile firms for the purpose of this study refers to textile firms which are locally owned and operated by Ghanaians or owned and operated by Ghanaians but partly shared to foreign investors. A total of 3 indigenous textile manufacturing companies were selected to participate in this study. These three companies were selected because, there are only 4 indigenous large-scale manufacturing textile organisations in operation (Quartey and Abor, 2011). Also, another criterion the researcher based on to select these three companies out of the total of 4 was because the three companies produced or manufactured similar textile products, and this therefore contributed to a strong, relevant, and appropriate data collected.

However, 2 out of these three-organisation responded to the request to participate in this study. Participants in these organisations, included top-level management, middle-management, and all other employees in various departments. Relevant information for the study in relation to the textile industry, employee motivation and performance needed, was expected from the respondents, as they are the root and core of the Ghanaian indigenous textile industry, hence knowledgeable about what goes on in this industry. The total population of employees in the organisations who participated in this study are about 2000 and this was confirmed by the researcher during his field data collection (Afany-Dadzie, 2015; Nyame, 2016)

3.8 Sample Size and Sampling Procedure

The selection of parts of the components in a population and concluding a study about the entire population based on the sample selected is known as sampling (Cooper and Emory, 1995), however it is also a subset of the populace as well as a percentage of a population in a study (Marshall, 2003; Etikan et al., 2016). This is justified by Bernard (1995) who posits that it is impossible to gather information from everyone in the public to get a conclusive result but in a situation where the sample is small, it is possible to collect data from all.

In selecting a sample, the characteristics (eg. size and diversity) of the population is taken into consideration. Moreover, Probability and non-probability sampling are the two main categories of sampling. According to Cooper and Emory (1995) probability sampling may be classified or categorised under complex random, simple random, cluster, systematic and stratified sampling whereas non-probability sampling consists of convenient, purposive and the snowballing sampling. For the purpose of, this study the convenient sampling technique which falls under non-probability sampling is adopted and this is because the researcher could not reach all employees due to their work duties, shift pattern and other factors hence focused on those who are easy to reach. The researcher, therefore, focused on those who were reachable, and was willing to participate in this study; for example, employees who worked day shift were reachable as the HR department supported employees to take time during their work schedules to participate in this research. However, other factors such as employees' opinion caused them to not participate in the study, therefore the researcher's way of selecting the respondents had to be convenient, thus the willingness of employees to participate in the survey. The researcher gave out the survey questions by going to each department and handing them over to respondents who were willing to participate in the survey in both companies respectively.

There are various approaches used in determining the sampling size for a study, however for the purpose of this study, two techniques were considered for determining the appropriate sample size from the population. Krejcie and Morgan's (1970) table which was reproduced by Sekaran (2003) was the first approach to use. This approach used the table below to determine the sample size and as seen below, a population of approximately 2000 (Afanyi-Dadzie, 2015; Nyame, 2016) thus the population for this study, will require a sample size of 322 respondent.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	357
35	32	150	108	360	186	1100	285	5000	361
40	36	160	113	380	191	1200	291	6000	364
45	40	180	118	400	196	1300	297	7000	367
50	44	190	123	420	201	1400	302	8000	368
55	48	200	127	440	205	1500	306	9000	373
60	52	210	132	460	210	1600	310	10000	375
65	56	220	136	480	214	1700	313	15000	377
70	59	230	140	500	217	1800	317	20000	379
75	63	240	144	550	225	1900	320	30000	380
80	66	250	148	600	234	2000	322	40000	381
85	70	260	152	650	242	2200	327	50000	382
90	73	270	155	700	248	2400	331	75000	384
95	76	270	159	750	256	2600	335	100000	

Note: "N" is population size
"S" is sample size.

Figure 3. 4: Table for determining the sample size from a given population

Source: Krejcie and Morgan's (1970)

The second technique for determining the sample size used a formula deduced by Yamane (1967). This formula is shown below and represented by

n = sample size,

N = population of the study

e = the significance level which is set for 0.05 in this study.

$$n = \frac{N}{1 + N(e)^2}$$

This formula above was substituted with the known figures in order to determine the sample size as shown below:

$$n = \frac{2000}{1 + 2000(0.05 \times 0.05)}$$

$$n = \frac{2000}{1 + 2000(0.0025)}$$

$$n = \frac{2000}{1 + 5}$$

$$n = \frac{2000}{6}$$

$$n = 333$$

Based on the formula by Yamane (1967) and substituted with the appropriate figures, the sample size required for this study is 333 respondents. The recommended sample size for this study based on Krejcie and Morgan's (1970) and Yamane (1967) techniques, resulted in 322 and 333 respectively. The researcher therefore targeted about 322 respondents and therefore distributed about 324 questionnaires but received 195 responses. This represents 60.1% response rate whereas 7 top level managers were interviewed out of the 20 who were targeted. The selection of the interviewees was also done based on convenience and the willingness to participate. Thus, the interviewees targeted for the study were the top-level managers and therefore they had extremely busy schedules. Those who participated, had to squeeze the interview into their schedule and this caused a time restraint on the interviews. The researcher had to agree on a 30minutes maximum time limit in order to gain slots for the interview from participants who were willing to participate in this research. Only 7 top level managers agreed to the interview with the condition that, it would not take much of their time, whereas the other 13 did not agree to the interview due to their busy schedules and time constraint.

However, the researcher deems this sample and the response received as representative because it meets the 60% threshold suggested by Punch (2003). Also, similar studies conducted on motivation and performance had a similar sample size of between 150 and 350. For example:

A study conducted by Ackah (2014), on employee motivation and its impact on employee performance in the Ghanaian manufacturing industry had a sample size of 150 respondents, however 120 responses were received for the survey which represented an 80% response rate, among 5 companies. Research conducted by Ishaku and Emmanuel (2019) on employee motivation and performance in the competitive service and manufacturing sector, had a population of 340 with sample size of 181 determined by Krejcie and Morgan's (1970) sampling table. Another study conducted on employee motivation in the sub-Saharan Africa by Acha- Anyi and Masaraure (2021) had a sample of 168 employees with a response rate of 80%.

Nonetheless, according to Punch (2003), when there is a low response rate in a study, it brings about concerns as to whether the responses are representative enough, however Punch (2003) posits that to achieve a strong valid result for research, at least a sample of about 150 is needed. This is further supported by Punch (2003), who posits that a target of 60% response rate for research should be the least researchers should target. Based on this argument, assumptions and justification, the response rate for the sample size is accepted for this study.

3.9 Procedure for Data Gathering for Quantitative Data

Data gathering, or data collection is one of the most vital aspect of a study because without data, there will be no results. According to Saunders et al. (2009) a synonym for quantitative is mostly represented by any data collection or analysis method, (for instance, questionnaire and statistics respectively) that produces and uses numerical data. This study utilised the survey method of collecting data that is the use of questionnaires for collecting the quantitative data. The use of questionnaires for collecting quantitative data is widely used and for the purpose of this study, a self-administered questionnaire was delivered to each respondent by hand and collected later. The researcher used the delivery to hand method of administering the questionnaire because it was easier and faster to meet the availability of employees in the chosen organisations. This method was also chosen due to the characteristics of respondents such as access to emails, busy schedules, and their willingness as well as interest in the research topic. It is important to reach your targeted sample and therefore delivering and collecting questionnaires by hand is advantageous because it enhances the participation of respondents (Dillman, 2007; Hewson et al., 2003; Saunders et al., 2009).

The main aim of this study was to find the impact of employee motivation on employees' operational performance in the Ghanaian large-scale textile manufacturing industry, however the variables which were measured in the questionnaire were employee motivation and operational performance. Employees' operational performance was shown on the questionnaire as performance. The questionnaire had 23 items including questions on demographics which was deemed as important since they act as control variables in this research. These questions on demographics formed the section 1 of the questionnaire. In the second section, the items were focused on motivation. Some motivational (intrinsic and extrinsic) factors were measured in order to find out how important or not important they are to employees in keeping them motivated in the organisation and this was part of the second section. These motivational (intrinsic and extrinsic) factors were also measured to know whether employees agree or disagree that they experience them in the organisation.

The third section had questions on the effect of motivation on some performance factors and this involved asking employees to rate how the motivational factors affect their performance by agreeing or disagreeing on a Likert scale. The last section (4) of the questionnaire, consisted of questions on performance. This question was pre-tested randomly amongst individuals who are knowledgeable about the research topic and the textile industry. The piloting of the questionnaire was done by an online survey (google forms). Participants were asked to leave their comments after completing the questionnaire and some items like "What is your position at work?" was advised to be left as open ended in order to give participants the chance to write their actual position or role at work. Also, some participants of the pilot questionnaires stated that the factors of motivation should be explained a bit rather than just listing them in single wording. These criticisms were taken to finally develop the questionnaire to make it more suitable and easier to understand. However, despite some participants complaining that the questionnaire was too long, the researcher thought it was vital to keep the number of items since they were suitable for answering the research questions and for testing the hypothesis developed. Also, the researcher tested the relevancy of the various items statistically with the help of SPSS and the results showed that all the items are significant and consistent to each other hence deletion of any item was not an option.

After confirming the significance of the questionnaire, the researcher sent a letter to the organisations to request permission to collect data from employees in 3 indigenous large-scale Ghanaian textile companies. This participant letter had the university's logo and a synopsis

clarifying the point of this study and clearly expressed that it is voluntary hence data gathered is mainly for educational purpose and therefore confidentiality and anonymity would be ensured. The letter sent also highlighted on the results of the research being given to the organisations in order to contribute to the development of the Ghanaian textile industry. Also, a copy of the questionnaire was added for the HR of each organisation to confirm if it was appropriate for distribution. However, as it has already been highlighted, 2 organisations were excited to allow their employees participate in this research.

The researcher therefore made travel arrangements to the companies. On arrival, the researcher met the HR directors who warmly welcomed him and was introduced to a lead person for a day one tour in the companies. In both companies there was an individual who was selected by the companies to be my contact in order to guide me and take me to each department to distribute and later collect the questionnaires. Questionnaires were given to employees who were willing and happy to participate in this study. Finally, with the help of the contact persons, the researcher went around to collect the completed questionnaires from participants in each organisation. Overall, the researcher distributed about 324 questionnaires but received 195 responses which represents 60.1% response rate. The raw data obtained was inputted and coded into a version 24 of a statistical package for social scientist software (SPSS).

3.10 Procedure for Data Gathering for Qualitative Data

This study adopted a mixed method design and therefore both quantitative and qualitative data are needed for valid and reliable results for this study. However, it focuses on the explanatory sequential quantitative and qualitative design which means that, quantitative data are gathered and analysed first before qualitative data is also gathered and analysed to help explain and support the quantitative data (Creswell and Plano Clark 2007). Moreover, there are various ways of collecting qualitative data, but the researcher used the semi-structured face to face interview as well as unstructured observations for collecting data qualitatively.

Observation according to Saunders et al. (2009) is often neglected in research but it is very relevant and rewarding to use as a data collection tool since it adds richness to the data of the research. This method is usually relevant in studies which are concerned with human behaviour or what people do hence necessary to look at them doing it. This method has an advantage of limiting subjective biasness when done correctly as well as the data gathered is usually current

happenings hence not interrupted by past or future behaviour. With regards to this study, the researcher adopted the unstructured observation since it was unplanned and informal. This is because this method was used in other to add more validity and reliability to the data since the researcher could see current happenings during the field data collection.

Upon the researcher's first day visits to the organisation, he got the chance to go around every department which he made some observations and noted them in his diary. This process of observing employee's behaviour whilst working and in the working environment continued throughout the researcher's field data collection that is during questionnaire distributions and collection as well as interviews. Each day the researcher was present in the organisations, he made note of very important behaviours and factors. Some issues observed were related to the working environment of employees, mood whilst working and employee's behaviour with each other on the job. This was done in other to support the questionnaires and interview data collected and to help in the data interpretation.

Semi-structured interviews can be referred to as a non-standardised (Healey 1991; Healey and Rawlinson 1993, 1994) or a qualitative research interview (King 2004). This is the type of interview which requires the researcher or interviewer to ask a set of questions based on themes developed, however, some of these questions may be omitted or vary from interview to interview based on the context and the research topic (Saunders et al., 2009). Semi-structured interviews give the researcher an opportunity to gain in-depth information since the interviewees can be pushed to build on or explain further with their responses hence giving them the opportunity to reflect on happenings. Semi-structured interviews may also cause the interviewee to bring up relevant information which was not asked but very significant to the study hence add more depth to the research. However, a major action taken by the researcher to minimise the disadvantages of interviews was the fact that he followed the predetermined interview guide and formed a good understanding relationship with the respondents through boosting the involvement in the interview process.

This data collection method was therefore very relevant in this study since it helped produce rich and in-depth data to support the findings of this study. The aim of this research was to evaluate the impact motivation has on employees' operational performance in the large-scale textile manufacturing industry in Ghana. However, after the quantitative data was gathered using questionnaires, the researcher picked some themes from a preliminary analysis to generate some interview questions. These themes and questions aimed at helping the researcher

to justify and clarify some responses obtained for the quantitative data. The targeted respondents for this unstructured interview were the top-level management. The researcher targeted about 20 top-level managers from both organisations but 7 of them accepted to participate in this interview. This was achieved with the help of the HR director who sent an email to the managers to inform them about the interview and added a content overview of this research in order to make them aware of the purpose of the interview.

Each interview lasted for about 15-30 minutes, due to the busy schedules of interviewees. Interviewees agreed to participate in the interview based on the condition that, it would not take much of their time. The HR department advised the researcher to keep the interview to a maximum of 30mins, as this was communicated with the participants in order to get their approval to participate in the interview. Despite the time restraint on the interviews, the researcher still managed to gain an in-depth knowledge and understanding of the purpose of the interviews. Moreover, before each of the interview began, the researcher assured the interviewees of the confidentiality and anonymity of this interview and how secured the data will be kept since permission was asked to record each of the interviewees. Also, the interviews were conducted in each of the interviewee's office hence there were no obstructions during the interviews as well as the recording device worked perfectly. The researcher was also writing down some vital points from each of the interview. The focus or theme for the interview consisted of about 14 items but since it was unstructured these themes and questions lead to other in-depth questions and information. The researcher obtained an in-depth information which is relevant to the study, despite the time restraint. An analysis technique which involves evaluating or analysing themes, words, ideas, or phrases in a particular context was used to analyse the interviews. That is, content analysis was the technique used in analysing the qualitative data.

3.11 Quantitative Data Analysis

The data was analysed after the data was fully collected. With the use of IBM SPSS 24.0, firstly the data entry was done and the check for accuracy and missing values in the data was conducted. After checking for accuracy and missing values of data, a descriptive statistical analysis was run in order to obtain a summary of data collected on demographics of respondents. Moreover, in testing the developed hypothesis and analysing the data, the researcher adopted a factor analysis, correlation analysis and linear regression analysis. Other

tests for the analysis such as: normality test, validity and reliability test will also be run. All these analysis techniques will be done with the use of IBM SPSS 24.0.

3.11.1 Factor analysis

According to Rummel (2007) factor analysis is used for the purpose of determining a set of large quantities of variables in relation to a few variables hypothetically known as factors. Factor analysis is therefore used to deduce ways of reducing data from its original quantifying values into only a few measurements. Studies that have many or few variables from items of questionnaires or sequential test can be decreased to smaller set of variables in order to contribute to the interpretation of the findings and fundamental concept, check the relationship between variables (Rummel, 2007). Moreover, this study aims to focus more on some main or key factors in order to avoid considering many variables which are insignificant and placing the variables into a significant category.

Factor analysis could be used with two techniques which are either the exploratory factor analysis or the confirmatory factor analysis. The confirmatory factor analysis is a multivariate statistical tool usually used by researchers to confirm or test if the number of constructs is represented by the variables measured (Child, 2006), whereas the exploratory factor analysis explores the data by uncovering any complex dimensions through observed covariance whilst providing significant data about the number of factors which represents the data.

For this current study, the researcher used the exploratory factor analysis to explore and determine the factor items for the variables of the research. This was achieved with adopting the principle of eigenvalues which has the >1 rule.

3.11.2 Correlation Analysis

It is deemed important, for researchers to check or know the strength and relationships between variables in order to understand and justify the nature of these relationships. Correlation analysis therefore helps the researcher to compute the strength between two or more numerical variables in a linear relationship. Empirically correlations, indicates the possibilities of relationships between variables. However, on identifying an existence of a causal relationship between variables, thus correlation, it does not mean that it has been proven. Correlation analysis according to Sekaran (2003), it seeks to justify three basic measurements which are its significance, direction, and magnitude.

The coefficient of a correlation is represented by letter r and is usually between the values of +1 and -1. A perfect positive correlation is represented by +1 whereas a perfect negative correlation is represented by -1. A perfect or strong positive correlation means that variables are completely related hence an increase in the value of one variable means an increase in the value of the other variables and vice versa for the negative correlation. Moreover, multiple, or bivariate correlations are some classes or types of correlation which may be as a result of the number of variables correlated. The bivariate correlations are sometimes also known as symmetric correlations and is non-directional whereas other bivariate correlations are sometime called asymmetric correlations since they are directional. For this study, the relationship between variables was determined with a bivariate correlation by means of the Pearson correlation matrix in SPSS.

3.11.3 Regression Analysis

Regression is a statistical tool which is used in determining the relationship between two or more variables by a predicted dependant variable and with 1 or more independent variables (Kothari, 2004). There are different types of regression but the most used are the simple linear regression and multiple regression. However, for the purpose of this studies, the simple linear regression will be used for analysing and determining the relationships between the independent and dependant variables. The simple linear regression is the type of regression that seeks to determine or predict the relationship between two quantitative variables, thus, to determine the strength between two variables (Saunders et al., 2009).

The assumption for conducting a linear regression is suitable for this research since this study has an adequate sample size; has an absence of multicollinearity amongst predictors; no outliers; normality and independence. In a simple regression the formula is represented as:

$$\gamma = \alpha + \beta X$$

where γ = the dependent variable.

α = constant.

β = the beta coefficient.

X = the independent variable.

Since, this study aims to find the impact of employee motivation on employees' operational performance in the large-scale textile manufacturing industry in Ghana, adopting a linear regression is suitable for predicting the level to which variables were interdependent on each other.

3.12 Qualitative Data Analysis

There are a variety of data analysis methods and some examples according to Ratcliff (2011) are typology, categorisation or taxonomy, analytic induction, domain analysis, content analysis amongst others. This part of a research is very important (Schoenbach, 2004) because the data obtained provides answers to the research questions whilst making the researcher creative in breaking them down to analyse them differently (Bono, 2011). Babbie (1992) discusses that it does not matter if your research is qualitative or quantitative since both methods deal with labelling and coding of the data in order to focus on the dissimilarities and similarities in the data collected.

With regards to this research, the researcher adopted content analysis in analysing the qualitative data gathered in order to support the quantitative data. Content analysis focuses on the use of textual materials, that is words, hence does not need a system pre-coding but rather identifying and labelling of important contents of the data that is developed and modified through every research (Elo and Kyngas, 2007).

3.12.1 Content Analysis

Content analysis is a qualitative data analysis method which involves the process of verbal or behavioural facts categorisation in order to classify, summarize and tabulate your findings (Barcus, 1959), however it can be used when the data was obtained through observations, interviews, documentary analysis and focus groups (Downe-Wamboldt, 1992). Text data may be printed or electronic and obtained from interviews, observations, focus groups, survey open-ended questions and secondary data such as articles, books, manuals, and government publications amongst others (Kondracki and Wellman, 2002). Content analysis is usually focused on communication based on the features of a language with the major attention on its content or the background implication of the text (Lindkvist, 1981; McTavish and Pirro, 1990).

Content analysis as a qualitative data analysis method helps the researcher to make valid interpretations with reference to their framework from the data obtained and provides the researcher with new knowledge and understanding whilst obtaining facts and a guide to use practically (Krippendorff, 1980). This method usually has two stages which are the fundamental or basic stage and the higher or developed stage. In the first stage of this data analysis method, the researcher gives a detailed explanation of the data thus, the researcher elaborates on what was said without relating them to theories or giving comments on why and how it was said; however, the second stage usually deals with interpreting the data with the concerned responses as well as its implication and what was deduced from it (Hickey and Kipping, 1996).

This method according to Shannon and Hsieh (2005) may be used in two ways which could be inductively or deductively. However, the purpose of aim of the study influences which of type of content analysis to use thus if the study lacks or do not have enough existing or former knowledge, the inductive approach is used whereas the deductive content analysis approach is used when the analysis or study is based on previous knowledge, theories, or literature as well as the aim of the study is to test a theory (Kynga's and Vanhanen 1999). Chinn and Kramer (1999) postulates that the inductive content analysis approach deals with observing and combining specific instances from a specific data to a generic or whole statement whereas the deductive approach deals with an earlier theory or model form the general to the specific (Burns and Grove 2005).

For this study, the researcher did not use any pre- conceived categories but rather allowed all categories to flow from the data hence adopted the inductive or conventional content analysis approach. The results of the analysis are presented in the next chapter.

3.13 Reliability and Validity

3.13.1 Reliability of quantitative data

The level of consistency, stableness, predictableness and the dependability of a test or measurement scale makes it reliable when a test has these qualities (Kumar, 1996). This, in other words means that when the same instrument or method is used repeatedly, the results or conclusion should be the same. However, Sekaran (2003) suggests that a data is reliable based on the extent of consistency between a set of variables and the measurement scale or what it

measures. This justifies the fact that a high consistency of an instrument makes it more reliable. Reliability in summary is therefore the ability of producing consistent outcomes when the same research tool is used in a similar way but in a diverse background, hence it measures the ability of a survey data to be reproduced with the same survey instrument. There are variety of ways in which the reliability of a data can be determined but Nunally (1978), posits that there are four common methods used to measure the reliability of a survey tool which are the test-retest method, alternate form method, split halves, and the internal consistency method.

With the *test-retest method*, the researcher is required to administer the same survey to the same sample at different times and this will help in testing for the level of stability in the responses whether it is not changed but rather the same responses gained over time. A correlation coefficient is then calculated for the first and second test with an expected result of the correlations as 0.70 or above to make the data reliable Nunally (1978). However, with the *alternate form method*, after the first survey has been administered, responses are collected, and the instrument is then re-worded and categorised differently whilst retaining the same meaning of sentences as the first survey (VanLeeuwen et. al., 1999). The re-worded and interchanged survey tool is then distributed again to the same sample. After collection of the second test, a correlation analysis is done and if the results are 0.70 or more it means the survey is reliable.

The *split halves* method of checking the reliability of a data is achieved by splitting the survey instrument into two halves and rewording the other half and usually requires a large sample. It is then administered to the sample to complete and return (Nath, 2013). The correlation coefficients are then calculated, when the responses are received and if the results of the correlations are 0.70 and above, the survey tool is then considered to be reliable.

The *internal consistency method* according to researchers like (Cortina, 1993; Cronbach, 1951) posits that it is the level of a bivariate correlation between a variety of items on the same test being measured. This is the most used method for measuring survey tools and scale. This method shows a satisfactory measurement of different items on a scale and the hypothesis in which they are supposed to measure. This is an important measurement since a variety of items are considered with the capability of measuring one variable and evidently focusing on the concerned variable (Tang et. al., 2014). However, to check the internal consistency of a survey instrument, a Cronbach's alpha statistics is measured and calculated, and the results reflects homogeneity of the scale of the items (Cronbach, 1951; Nunally, 1978). The Cronbach alpha

is deemed to be a good method of checking for reliability in social science research. A calculated internal consistency with a Cronbach alpha of 0.70 or more, means a survey instrument is reliable. That is if the Cronbach alpha is high and close to 1, it shows the strength in the reliability of an instrument

The above methods for measuring reliability discussed and compared, points out some methodological advantages in three of them that is the test-retest method, alternative form and the split halves method. There is a similar disadvantage in these three methods which are time consumption and administering of instruments whereas respondents may exhibit fatigue in the test-retest method as well as the split halves method may have dissimilarities in the different halves of the samples involved. Nonetheless, the internal consistency method does not have these methodological de-merits since it involves a single administering of the instrument as well as does not require rewording of the items on the scale. With reference to this study, the researcher therefore adopted the internal consistency method for checking the reliability of the survey instrument used.

Despite a reliability test was run using the internal consistency method, Kumar (1996), posits that there are other factors that may influence the reliability of a survey tool, and this could be how the questions are worded, researcher and the subject interaction as well as the attitude or mood of respondents. The researcher for this study therefore, focused on increasing the reliability of the instrument within these factors by conducting a pilot test. The pilot test was conducted randomly amongst individuals who are knowledgeable about the research topic and the textile industry. The piloting of the questionnaire was done by an online survey (google forms) and received a response rate of about 20. Participants were asked to leave their comments after completing the questionnaire and some items like “What is your position at work?” was advised to be left as open ended in order to give participants the chance to write their actual position or role at work. Also, some participants of the pilot test stated that the factors of motivation should be explained a bit rather than just listing them in single wording. The questionnaire was revised after the pilot test in order to improve reliability and address the concerns pointed out.

Since the researcher adopted the Cronbach alpha formula for calculating the internal consistency between the items, a computation of the Cronbach alpha was used to determine how well the items were reliable. Moreover, a factor analysis was conducted to determine the inter-correlations between items and as well determine whether the measurement instrument

had a high or low reliability. A low correlation between items represented a low reliability hence proving the inconsistency of the instrument and vice versa. This was done with the help of IBM SPSS 24.0 and the results as well as the interpretation are shown in the next chapter.

3.13.2 Validity of quantitative data

The ability or degree in which the instrument measures what is intended to measure can be referred to as validity (Saunders et al., 2009). This in simple terms means that the survey tool that is the questionnaire is a representation of the authenticity of what is being measured. The validity of the instrument used for this research is therefore necessary hence researchers usually adopt to face and content validity, concurrent and predictive validity, and construct validity (Kumar, 1996; Saunders et al., 2009). The face validity involves the extent to which the measurement questions in the survey instrument measuring delivers a satisfactory analysis of research questions whereas the concurrent validity is related to the level at which an instrument is compared to another one when they are simultaneously administered. The predictive validity is when a survey instrument can easily calculate or forecast the results of a study. Construct validity is known to be the most high-levelled validity testing method amongst the other methods and deals with the degree at which measurement instruments determines the influence of the total variance by each construct perceived in the phenomenon or intended to measure.

In this study, two methods of validity were adopted, and these are the face and construct validity methods. The face validity was conducted with the help of my supervisors and my other Doctoral study mates who were asked to review the items of the questionnaire and evaluate their reflections on the meaning to which the questionnaire is expected to measure. After this was done, the researcher changed some statements and words in the questionnaire that was seen as inaccurate. Furthermore, with the help of SPSS, a factor analysis was conducted to check the construct validity, whereby the number of constructs was proven with the percentages of variance as well as the eigenvalues justified by each construct. The results of the factor analysis thus the eigenvalues and percentage of variance are presented and explained in the next chapter.

3.13.3 Determining validity of qualitative data

Looking at the positivist research paradigm, validity and reliability is usually widely applied to this philosophical stance, and it is mostly associated with the quantitative data (Golafshani,

2003). Empirically, these two ideologies of reliability and validity is linked with the degree of how a research result and its analysis procedure is credible, dependable, and consistent hence should be considered when it comes to conducting qualitative research. It is arguable that there is a strong need to prove the credibility, dependability, and consistency in qualitative research but not only in quantitative research hence should be focused on every concerned research (Golafshani, 2003; Shenton, 2004). Patton (2002) also posits that if a study is valid, it comes with, or its consequences or results is its reliability.

Despite, there are a lot of literature and arguments (eg. Guba 1981; Creswell and Miller 2000) that suggests how the validity and reliability of a qualitative research can be tested and validated, for the purpose of this study, the researcher will consider Creswell and Miller (2000) nine techniques which was suggested.

- The first technique is *triangulation* which requires the researcher to use data, methods, or theories from multiple sources.
- *Disconfirming evidence* is the second method by Creswell and Miller (2000) and this is related to the researcher having pre-formulated themes or categories and finding evidence by comparing these themes to the data collected whether they are consistent with each other or disconfirms the data.
- *Reflexivity of researcher* is when the researcher unveils his personal opinions, values and opinions and may cause biasness of the investigation.
- *Member checking* is the next method and involves giving the data, analysis, and the interpretations back to the participants of the research.
- Having a *prolonged engagement in the field* to earn or build the trust between the researcher and participants by repeating observations.
- *Collaboration* is when the researcher involves the participants in the study by making them as co-researchers.
- *Audit trail* is the next method which requires researchers to deliver a well-defined and comprehensive documentation of all the undertakings and verdicts of the research.
- *Thick rich description* also requires the researcher to provide a “deep, dense and a detailed” (Denzin, 1989) justification of the study.
- *Peer briefing* is when an interrogation about the data gathered, and the process involved in the research is done by an individual who is acquainted with the research, or the subject being studied.

The above techniques by Creswell and Miller (2000) have its pros and cons whereby some of them (eg. prolonged engagement on the field, member checking and collaboration) are linked to the requirement of a lot of resources such as time and funding as well as participants losing or having little interest in participating after the interview process. In view of the current study, and based on the researcher's pragmatic philosophical stance, the researcher adopted the triangulation, peer briefing and the disconfirming evidence.

The researcher used the triangulation method since the researcher gained a multiple source of data. Highlighting the fact that the researcher applied the mixed method research design some of the items in the questionnaire were open-ended which required the middle and low-level employees to complete. After this was done a follow up interview was conducted with the top-level management to clarify some issues or matters which arose. Also, the researcher used the observation data collection technique, hence noted participants behaviour during working hours. This was crosschecked with the data collected with the open-ended questions and interview to confirm its credibility and identify the consistency of developed themes.

Another method applied to check the credibility of the qualitative part was the disconfirming evidence. Preliminary themes were identified by the researcher from literature reviewed and some of these themes were safety, training and development, salary, employee-management relationship amongst others. During the data collection that's, interviews and observations, the researcher took attention to identify those activities were experienced or practiced by employees and was in correspondence with the preliminary themes.

The researcher also went through a series of debriefing sessions with his supervisors during the data collection. This process widened the perception and vision of the researcher due to the dialogues with his director of research and supervisor as well as interview notes and draft reports sent across to them. This helped the researcher to gain feedbacks on his methodology hence this contributed to the credibility of the research. Also, a presentation of this research in a conference made academic colleagues and peers scrutinise this study which also contributed to the credibility of this study.

3.14 Ethical Considerations

The ethical implications of a research are very vital in every research since the researcher as well as the participants involved must be considered. Ethical issues in research, according to

Sekaran (2003), is linked to safeguarding of confidential data as well as treating respondents and all involved appropriately. However, Saunders et al. (2009), provides a very detailed definition of ethics in research which is related to issues or questions about research topic design, research design, data collection, gaining access, storage, processing and analysing data as well as how the research findings are all presented and conducted in a moral and sensible way. This justifies the fact that, ethical concerns begin right from the start of the research hence shows how critical this aspect of a research should be considered.

Conducting a research must not harm any participant or the researcher and anyone involved hence, every university has its policies and guidelines on research ethics in order, to ensure an ethically conducted research. Therefore, permission must be obtained from an ethics committee of the university before beginning research. This study strictly adhered to all ethical practices and concerns and the first step was an approval from the university ethics committee. Permission was obtained from each organisation chosen for this study as well as consent was sought from all participants in each organisation. All participants, before the study, was made aware about their rights to participate voluntary or withdraw from the research at any time, whilst the purpose, time and other procedure was explained to them as well. Also, it was made clear to them that data obtained from them for this research was only for academic purposes.

This research collected data quantitatively and qualitatively. The quantitative data collection was achieved through a survey questionnaire. Permission was obtained from the HR head to collect data from employees in the organisation who introduced me to other heads of departments. The Director of HR and other heads of departments in the organisation asked employees to participate willingly. Confidentiality and anonymity were ensured hence respondents were asked not to reveal their names on the questionnaires and was also assured of keeping the data obtained very confidential.

In the qualitative phase, with the help of the HR director, a number of key informants were contacted of which some refused to participate due to a variety of reasons. However, those who participated was assured of data confidentiality and anonymity since their names will not appear anywhere in the research. Also, before every interview, each participant was asked if they preferred a digital recording of the interview and was voluntary. To uphold the ethical stance as agreed with respondents, the data analysis and results presentation were strictly written with anonymity of participants as well as the researcher reported objective basing his results on the findings obtained.

3.15 Reflexivity report on field work

The data collection stage is one of the most important stages in conducting research. Without this stage, the validity and reliability of a research is questionable. Therefore, I was very focused and determined to conduct my data collection very well in order to gain valid and reliable data. Travel arrangements were made, and I was set to travel to Ghana on the 26th of January 2018 and return on the 13th of March 2018.

With these dates booked for my travel, I had in mind that I have timelines to work with. Initially I targeted October 2017 to January 2018 for my data collection, but it could not happen as planned due to the delay in my research proposal and ethical approval respectively. This therefore shifted my research activity timelines. However, I had made attempts to contact the selected companies for my data collection, which one of the companies responded but the other two did not respond.

This was a bit frustrating and scary because at the time my travel tickets were booked, I only had one company who had confirmed that I was welcome to conduct my data collection in their organisation. Considering the fact that, I had limited time left to complete my research and had to collect data from 3 large organisations within a short timeframe, yes this was scary and frustrating. It got me to ask myself questions such as, can I do it or should I just give up?

I had to motivate myself and give myself the encouragement that it is doable, and I can do it. I reflected on Nelson Mandela's quote which said, "Education is the most powerful weapon which you can use to change the world". This quote made me realise that despite my academic timelines and results I want to contribute to the large-scale textile manufacturing industry in my motherland, Ghana and therefore, I needed to be focused and more determined. I left the UK on Friday, 26th January 2018 and arrived in Ghana on Saturday, 27th January 2018.

On Monday, 29th January 2018, which was my first day of week 1 on the field, telephone calls were made to the companies with regards to emails sent. After this, I visited the companies in order to be referred to the right channel for my permission to be accepted. However, two companies' A and B, were very welcoming, and C was not really welcoming. I observed that the company C, which was not very welcoming, the employees did not look very happy and could not even direct me to the right person to speak to.

The managers I spoke with, at company A and B were very welcoming and open. They were very interested in my topic and therefore, permission was granted for the two companies A and B. From speaking to the Sales and distribution manager for company B, it was known that employees have not been paid for over a month hence this research on motivation will be very useful to the organisation.

Upon arrival at company A, the HR Director and Operations manager warmly welcomed me. The HR director and I discussed my sample and how I had planned my methodology. He was very excited about my research and therefore handed me over to one of the managers to be my guide throughout the data collection process. The manager firstly took me around the offices and factory and introduced me to all the heads of departments.

During this process, I found out from the manager guiding me that the company is very keen on energy to save cost. However, this is related to all aspects of energy, that is water, electricity, steam etc. Employees were frequently ignoring the regulation of these energy consumption, and this is because they were usually knackered due to a long shift, hence evidential that their performance were affected due to an extrinsic motivation factor (company and administrative policies on working hours).

Questionnaires were distributed on day 2 across all departments in the company. Also, my observation process began right from when I entered the company's main security entrance. I identified that the company had an onsite well-equipped clinic which was free to employees and few members of their family. Moreover, a general observation made was that safety was an issue in the organisation. That is, marks allocation on the floor for a walkway, forklift etc. were faded and the floors in the factory are highly prone to trip hazard since it had loads of little holes.

I also observed that the production area was very hot and did not look and feel like a favourable working environment for the employees in that area hence it reflected on how employees were active and lively working. These observations made are being justified by the responses from the questionnaire. Overall, despite it is a big company, employees seemed to be very nice to each other hence relationships between various employees seemed very good.

On my visit to company B for collecting data, I had a meeting face to face with the HR Director who had distributed some questionnaires I sent across already. In my meeting with him, I realised that the company was undergoing some critical drawbacks which was affecting the

employee job attendance. The HR director advised he would do the distribution of the questionnaires whilst I undertook my observations. Also, he stated clearly there were management and other issues, hence the HR director advised it would be hard to get managers to interview them, but he promised to help me get to some managers to interview.

A little observation revealed that employees were not very happy with the management. I also got to know that; the company is managed alongside with some Chinese. However, I also observed and from an informal conversation with one of the managers realised, that the Chinese management did not recognise the local managers hence affects the zeal to work hard. I also got to know from the HR director and some employees that the company had most employees who did not have enough educational backgrounds.

Overall participants of this research were very expressive of their responses hence justifies how they could relate to the study since they exhibited motivation is very important to them. Also, the data collection process detailed and was centred on the objectives and questions of this research and was very knowledgeable before the field work commenced hence helped in obtaining an in-depth data. The data collected gave more understanding on employee motivation and employee performance in the Ghanaian large-scale textile manufacturing industry and disclosed some aspects of employee motivation and performance for further study.

3.16 Summary

This chapter elaborated the research methodology used in the study, highlighting on the underlying research philosophy as well as a justifying the choice of a mixed method approach. This chapter further discusses the research design, sample and population, sample size and sampling procedures, data gathering and data analysis techniques. The measures taken to determine the reliability and validity of the data as well as the ethical concerns and procedure have been presented in this chapter. The chapter finally discusses the reflexivity of the data collection on the field. The next chapter, thus, chapter four focuses on presenting the quantitative data analysis

Chapter 4: QUANTITATIVE DATA CLEANING, ANALYSIS AND PRESENTATION

4.1 Introduction

Chapter four centres on the quantitative data obtained for analysis and presentation. It also highlights the results of the quantitative analysis with regards to the restated hypothesis. However, this chapter starts with a presentation of the response rate and followed by a data cleaning exercise. The data cleaning exercise consisted of the missing values analysis, outliers testing and the test for normality of the variables. A descriptive analysis of the data is conducted and discussed in respect to the variables of the study. This is followed by a factor analysis, conducted to contribute to the reduction data whilst determining emerging factor structures based on the eigenvalues and percentage of variance. A multicollinearity test and a restatement of the hypothesis was also presented.

The main objective of the current study was to determine the impact of employee motivation on employees' operational performance. To achieve this objective, it was considered necessary to firstly, determine the relationships between the variables using the Pearson correlation analysis. As discussed in chapter three, the statistical tools adopted to obtain the findings of this study were Pearson's correlation analysis and a regression analysis, which is presented in this chapter. These techniques were used to test the various propositions for the study with the results of the correlation being presented first, followed by the results of the regression model. The results for these tests are presented with an in-depth discussion.

4.2 Response rate

With reference to the selection of samples elaborated in chapter 3, the appropriate sample size selected for this study, based on Yamane (1967) and Krejcie and Morgan (1970) formula, 322 respondents were targeted, but researcher distributed about 324 questionnaires. However, the researcher received 195 completed questionnaires which represented a response rate of 60.1% and were all deemed as usable. This response rate is justified as appropriate because, Cohen (1969) affirms that a strong research result is achieved if a sample of at least 150 is achieved. Punch (2003) also supports that, researchers should target for at least 60% response rate to achieve a valid and strong results. Furthermore, similar studies conducted by other researchers, for example (Ackah 2014; Ishaku and Emmanuel 2019; Acha- Anyi and Masaraure 2021) had a sample size between 150 and 350 with a response rate between 60% and 80% as discussed in chapter 3. However, for the purpose of this study, a simple regression is being used for the survey analysis and therefore the achieved response for this study meets the requirement of using this analysis, hence making the response rate acceptable (Hair et al., 2018).

The researcher therefore in this study used 195 completed questionnaires which represents 60.1% response rate for the analysis. Below is a table representing a summary of the response rate:

Distributed questionnaires	324
Returned questionnaires	195
Questionnaires not returned	129
Total response rate	60.1%

Table 4. 1: Summary of response rate

Source: Field data

4.3 Demographic characteristics of respondents in the participated organisations

In this part of the study, the demographics of employees was gathered in other to have an overall background overview and to have a good understanding of the respondents of the study

at Ghana Textstyle Prints and Akosombo Textiles Limited. 324 employees were targeted for this study and out of the 324, 195 employees responded, that is 60.1%. The questionnaire aimed to find out how employee motivation affects the performance of employees in the indigenous Ghanaian Textile Manufacturing Industry.

4.3.1 Gender of employees

However, it is evidential that majority of the employees were males whilst the minority were females. According to the statistics of the data gathered on the gender, 86.7% represented the male percentage whilst 13.3% represented the female percentage of employees who responded respectively. This result represents a percentage of employees in the organisation, however an informal observation carried out and noted in the researcher's diary during a visit to each department and distributing the questionnaires in both participated organisations justify this results that the majority of employees in the organisations were males. This response is an indication that the textile manufacturing industry in Ghana has more men involved than women and as well justifies the study conducted by the Ghana statistical service (2015) that, there are more men (64.3%) involved in the industrial sector than women (35.7%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	163	86.7	86.7	86.7
	Female	25	13.3	13.3	100.0
	Total	188	100.0	100.0	

Table 4. 2: Gender of employees

Source: Field data

4.3.2 Age Group of Employees

The workforce of every organization is very essential to its productivity hence age plays a vital role in the technical and productive workforce for the Ghanaian textile manufacturing industry. In other to forehead the day-to-day operations of organisations it is very essential for the Ghanaian textile manufacturing industry to have a work-oriented and vigorous employee. It was therefore essential for the researcher to gather data on the age group of participated employees since age is a mediating factor in the study's theoretical framework. Age, according

to studies (eg. Kanfer and Ackerman, 2004; Greller, 2000) influences what motivates an employee, hence, justifies that, there is a strong correlation between age motivation and employee performance. With reference to the data gathered, employees aged 50 and above had the lowest percentage (13.8 %) followed by employees between 21 and 29 (17.6%) as the second least of employees age group. Employees aged 30 – 39 had the highest percentage (42.6 %) of employees in the organisations leaving those with the ages from 40 – 49 (26.1%) as the second highest working force in the organisation. This data is clear evidence that the textile industry in Ghana has an energetic and experience workforce. It also shows that the industry does not employ majority of individuals just entering the labour force (15 to 24) as well as individuals passing the peak of their career and approaching retirement (55 and above) (OECD 2018).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	33	17.6	17.6	17.6
	30-39	80	42.6	42.6	60.1
	40-49	49	26.1	26.1	86.2
	50 and above	26	13.8	13.8	100.0
	Total	188	100.0	100.0	

Table 4. 3: Age group of employees

Source: Field data

4.3.3 Employees Educational Level

This factual data below is important for this study since researchers (eg. Korsakienė 2011; Kropivšek et. al 2011) justifies that the knowledge gained by an individual affect or influences what motivates them. The table below shows the educational level of respondents. It is evidential that most employees representing 33.5% are degree holders whereas 27.1% of them are diploma holders. 5.3% of the respondents represented post graduate degree holders leaving 11.7% of the respondents as those who preferred not to reveal their educational level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	51	27.1	34.9	34.9
	degree	63	33.5	43.2	78.1
	postgraduate degree	10	5.3	6.8	84.9
	prefer not to say	22	11.7	15.1	100.0
	Total	146	77.7	100.0	
Missing System		42	22.3		
Total		188	100.0		

Table 4. 4: Educational Level of employees

Source: Field data

4.3.4 Marital Status of employees

Despite there are not much literature on the correlation between marital status and employee motivation, there have been some studies (eg. Garrison and Muchinsky 1977; Austrom et. al. 2009) which concludes that there is a relationship between marital status and job satisfaction since married individuals tend to be more satisfied with their jobs. The demographics on the marital status of employees was therefore gathered in order to find out the role it plays as a control variable in employee motivation and its impact on employee performance. The data of the marital status of the respondents shows that 33.5% are single. However out of the 188 respondents, 119 representing 63.3% stated that they were married leaving 3.2% of them preferring not to state their marital status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	63	33.5	33.5	33.5
	Married	119	63.3	63.3	96.8
	Prefer not to say	6	3.2	3.2	100.0
	Total	188	100.0	100.0	

Table 4. 5: Marital status of employees

Source: Field data

4.3.5 Employment status of employees

In an industry like the manufacturing sector, there are various ways employees are employed, and it could be full time, part time, temporary or contract. However, data was gathered on this in order to find out if employees' motivation varies based on their employment status in the organisation. The data gathered from employees showed that out of the 188 respondents, 151 which represents 80.3% were being employed full time whereas the least employment status was represented by 1.6%. Moreover, employees on a contract were represented by 13.8% whilst temporary employees were represented by 4.3%. This data showed that the organisations employ more full-time employees than part time, contract, and temporary employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	full time	151	80.3	80.3	80.3
	part time	3	1.6	1.6	81.9
	temporary	8	4.3	4.3	86.2
	contract	26	13.8	13.8	100.0
	Total	188	100.0	100.0	

Table 4. 6: Employment status of employees

Source: Field data

4.3.6 Years worked with organisation

The data on the number of years employees has worked with the organisations concluded that the majority of employees has worked with the organisation for 11 years and above which was represented by 36.7%. Employees who have worked for the organisations from 2-5 years and from 6-10 years had about 1.6% difference and they were represented by 29.3% and 27.7% respectively. Employees who had worked with the organisations for a year and below was represented by 5.3% leaving a percentage of 1.1% not revealing the number of years worked with the organisation. This data shows that the industry has experienced and committed employees considering the highest percentage of employees was those who has worked from 11 years and above in the Ghanaian textile manufacturing industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	10	5.3	5.3	5.3
	2-5 years	55	29.3	29.3	34.6
	6-10 years	52	27.7	27.7	62.2
	11 years and above	69	36.7	36.7	98.9
	Prefer not to say	2	1.1	1.1	100.0
	Total	188	100.0	100.0	

Table 4. 7: Employees' number of years worked with organisation

Source: Field data

4.4 Data Cleaning

The data cleaning process for this study involved three steps and these were a test to check missing values, test to check outliers and a test to check normality. These processes were done in order to produce a valid and credible conclusion.

4.4.1 Value Missing Analysis

A well conducted, controlled and well-designed research may even have missing values hence missing data can occur in every research. Missing data is therefore very common in all research and can cause or affect the conclusions or findings of a research such as biased estimates, conclusions and may reduce the statistical power of a research (Graham, 2009). In identifying the typologies of missing values, Rubin (1976) discusses three types which are “missing completely at random, missing at random and missing not at random”. Randomly missing values can happen when respondent non-deliberately did not respond to an item in the questionnaire whereas the values not missing randomly usually occur in surveys as a matter respondent intentionally do not answer a survey item in relation to sensitive topics (Little and Rubin, 2002).

However, for the purpose of this research the missing values identified were non-random which means, respondents deliberately did not answer the survey question because it posed as sensitive to them.

4.4.2 Outliers Test

Values in a data which are extremely distinctive from the rest of the data in a sample for a study is known as outliers. Outliers may pose a risk to a research due to its effect of non-normality, especially when the statistical methods to use are parametric that has an assumption of data to be normal (Osborne, 2002). A univariate outliers test is usually conducted on individual, or each item consisted in a survey study or conducted on a multiple variable where the scores of items are averaged to quantify specific dimensions. However, in this study, the survey questionnaire had about 23 items and was necessary to conduct an outlier analysis using the multiple variables, which were: motivation represented the motivation scale questions and operational performance represented the operational performance

The outlier test was carried out using SPSS version 24.0. The boxplots were used to identify the outliers in the data. However, the outliers identified are shown in the table 4.8 below:

Composite variables	Number of Outliers based on the box plot
Motivation	1
Operational Performance	0

Table 4. 8: Variables and the outliers identified

Source: Author

Outliers empirically affects the data and analysis of a research hence some studies suggest that outliers can be deleted when identified and considered as missing values. Also, if a question or item is the cause of an outlier because it was not appropriately formulated, the variables may be deleted from the analysis (Cousineau and Chartier, 2010), Another option in fixing the outliers of a study is by transforming the data through mathematical means. For the purpose of this study the outliers identified were a few and was due to coding error hence the option which was chosen to treat these outliers were deleting the outliers and treating them as missing values.

4.4.3 Test of data normality

A normality of data is a concept derived in statistics as a normal distribution or stems from the concept of the bell-shaped curve and defined by the variance and the mean, however, there are a variety of statistical measures that assume that a data is normally distributed (Osborne, 2002). The type I or type II error may be caused as a matter of violating the assumptions of normality that is rejection of the true null hypothesis or failing to reject a false null hypothesis respectively. Kline (1998) discusses that a data is said to be non-normal if it has an outright value greater than 2 and 7 as the skewness and kurtosis respectively. In checking if a data set is normally distributed, the use of graphs or numbers relying on statistical tests is used. However, histograms and stem leaf are the graphical measures for checking for normality visually whereas inferential tests including Kolmogorov-Smirnov and the Shapiro-Wilk test are used for the numerical procedures. The normality of the data is compared to the normal distribution in conducting such tests hence for the purpose of this study, the numerical procedure was used to check the normality since this is advantageous for producing an objective result rather than the visual inspection.

Since the numerical procedure was used, the assumptions for conducting either the Kolmogorov-Smirnov or the Shapiro-Wilk test was considered in order to get a valid result. Kolmogorov-Smirnov test has an assumption that it is best to use this test when the sample of the study is larger than 2000, whereas the Shapiro-Wilk test has the assumption that samples ranging from >50 -2000 is appropriate for conducting this test (Royston, 1982). The Shapiro-Wilk test was therefore adopted for this study because the sample size (195) for this study falls below 2000. This test was conducted on the various variables of the study which were motivation and operational performance. The results of the test revealed a P-value of .008 for motivation and .002 for operational performance which is an indication that the variables for data are normal since the P-values are less than .05 (Shapiro and Wilk, 1965).

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Motivation	.093	195	.000	.980	195	.008
a. Lilliefors Significance Correction						

Table 4. 9: Test for normality for Motivation

Source: Author

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
operational_mean	.094	195	.000	.975	195	.002
a. Lilliefors Significance Correction						

Table 4.10: Test for normality for operational performance

Source: Author

4.5 Descriptive Analysis of Study Variables

To determine the means and standard deviations for the various variables in this study, the descriptive statistics were computed from the gained responses. However, Levin and Rubin (2000) discuss that using descriptive analysis helps in the display and interpretation of the data gathered. The frequency of a study is determined by computing the means or average scores of the data gathered and the scores of variables of responses of items in questionnaires are represented by the standard deviations respectively.

4.5.1 Descriptive analysis of Motivation

The table 4.11 below shows the mean score and standard deviations for the motivation scale. However, the result from the table shows that the highest mean score, thus the measure of central tendency was 4.54 on a scale of 5, had the lowest standard deviation of 0.76 and represented “the feeling of being responsible over your job and outcomes”. The low standard deviation of this variable is an indication that the data point is close to the mean. The system or style of supervision adopted in your organization, had the lowest mean of the motivation variable was 1.48 with a standard deviation of 0.84. With reference to the table below, the small range standard deviation thus from 0.76 to 1.31 of all the different dimensions of the motivation variables is an indication that, the responses gained with regards to the survey questionnaire were not widely dispersed. Nonetheless, these results were imperative for this study as it accelerated the appropriate parametric test for further analysis.

Descriptive Statistics			
	N	Mean	Std. Deviation
How is the attitude of management towards workers?	195	3.30	1.072
What is the system or style of supervision adopted in your organization?	195	1.48	.839
How long does it take management to attend to complaints of workers?	194	3.16	1.558
Are you always satisfied with the response of management?	195	2.57	.947

Achieving your ambitions and plans through your job. (eg. social and economic growth like quality of life, self-respect, status) - Intrinsic	195	4.25	1.189
Being recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise) - Intrinsic	195	4.44	.936
The feeling of being responsible over your job and outcomes. (eg. Given and overcoming challenging jobs) - Intrinsic	195	4.54	.768
The job offers you a future prospect for advancement. (eg. Training and development, career development) - Intrinsic	195	4.36	1.048
[You are assured of Job security] - Extrinsic	195	4.26	1.115
[Being happy or satisfied with your salary] - Extrinsic	195	4.10	1.272
[Having favourable, safe, clean, and hygienic physical surroundings and working conditions.] - Extrinsic	195	4.32	1.090
[Company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.] - Extrinsic	195	4.44	1.000
[Having a good interpersonal relationship between you, your management, supervisors, and work colleagues.] - Extrinsic	195	4.42	.946
You are able to achieve your aspirations and plans through your job. (eg. social and economic growth like quality of life, self-respect, status).	195	3.10	1.235
You are recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise)	195	3.27	1.176
A sense of feeling that you are responsible over your job and outcomes. (eg. Given and overcoming challenging jobs)	195	3.67	1.111
A feeling that the job offers you a future prospect for advancement. (eg. Training and development, career development)	195	3.20	1.311
A feeling that you are assured of Job security	195	3.43	1.268
You are happy with your salary when compared with others doing similar or same job.	194	2.49	1.293

The physical surroundings and working conditions are favourable, safe, clean, and hygienic.	195	3.25	1.223
You are happy with the company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.	195	3.30	1.194
You are happy with the relationship between you, your management, supervisors, and work colleagues.	195	3.46	1.090
Valid N (listwise)	193		

Table 4.11: Descriptive analysis for motivation

Source: Author

Descriptive analysis of Operational Performance

With reference to the table below, the highest mean score for the dimensions under operational performance was 3.82 at a range of 5 with a standard deviation of 1.04 representing intrinsic motivation having an impact on the delivery of employees' target and their dependability in the organization. The lowest mean score which represented "Do you often use additional materials aside the ones assigned for you to meet your targets? (Extrinsic)" was 2.90 with a standard deviation of 1.15. The lowest standard deviation was 1.04 and the highest was 1.15 representing the dimensions, "Are you able to adapt to different tasks or targets given to you in the organization? (Intrinsic)" and "Do you often use additional materials aside the ones assigned for you to meet your targets? (Extrinsic)" respectively. Nonetheless, all the dimension under operational performance variable had a small range of standard deviations which were 1.04 – 1.15, hence, an indication that the responses gained were not widely dispersed. These findings were therefore significant as it aided in adopting the appropriate parametric test for further analysis.

Descriptive Statistics			
	N	Mean	Std. Deviation
Are you able to deliver an error-free production process in other to meet set targets? (Intrinsic)	195	3.42	1.054

Do you often use additional materials aside the ones assigned for you to meet your targets? (Intrinsic)	195	3.04	1.143
Are you able to adapt to different tasks or targets given to you in the organisation? (Intrinsic)	195	3.70	1.037
Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation? (Intrinsic)	188	3.82	1.044
Are you able to deliver an error-free production process in other to meet set targets? (Extrinsic)	195	3.28	1.077
Do you often use additional materials aside the ones assigned for you to meet your targets? (Extrinsic)	195	2.90	1.149
Are you able to adapt to different tasks or targets given to you in the organisation? (Extrinsic)	195	3.62	1.117
Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation? (Extrinsic)	195	3.69	1.089
Valid N (listwise)	188		

Table 4.12: Descriptive analysis for operational performance

Source: Author

4.6 Construct validation using exploratory factor analysis

Factor analysis was deemed appropriate for this study as discussed in the methodology. The method of factor analysis adopted for this study as discussed in the methodology chapter was used hence validating the instruments used for the study was a necessity in order to get a reliable and valid results. The criteria used for this analysis is discussed below: that is, the *Bartlett test of sphericity* according to Hair et al. (2006) provides statistical evidence on the probability that the correlation matrix is significantly correlated among some concerned variables, hence this test permits the study of correlation presence amongst the variables.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy is another criterion used for the factor analysis and is linked to the measure of the whole correlation matrix and respective individual variables being calculated to deduce the suitability of employing a factor analysis process to the study. A measure of a sampling adequacy which is above 0.5 for a whole matrix is known

to be good and appropriate as well as if it measures above 0.8 for individual variables (Hair et al., 2006). The *percentage of variance* presents an aggregate of the overall variance percentage which were removed, relative to the successive factors, however, if a cumulative percentage is high, it implicates that the factors derived are practically significant and this is considered in social sciences as 60% variance being satisfactory. Another significant criterion for conducting the factor analysis was the *eigenvalue* which has a rule of greater than 1, hence factors which have eigenvalues > than 1 are the only factors extracted (Schmitt, 2011).

4.6.1 Reliability analysis of Motivation

The degree or level of measure of stability and accuracy of an instrument (Ary et al., 2002) is known as reliability, moreover this is defined by other authors like Sekaran (2003), as the determination of consistency and stability of measuring an instrument in a study whilst ensuring the suitability of evaluating the instrument. In other for an instrument to be valid, it is required to be reliable. In this study, the researcher used the internal consistency method, with reference to the Cronbach alpha estimate to ascertain the reliability of all the scales used in the study as well as Motivation scale. The Cronbach alpha for the 22 items in the motivation scale is shown in the table 4.13 below:

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.798	.798	22

Table 4.13: Reliability analysis for motivation

Source: Author

With reference to the test conducted as shown in table 4.13 above, the Cronbach alpha for the 22 items in the motivation scale for the factor analysis was 0.798 which is above the predetermined 0.70 used in social research (Nunally, 1967). Hence, evidential that the items were all reliable for this study as well as for conducting a factor analysis.

4.6.2 Factor Structure of Motivation

The criteria highlighted above was followed in other to determine the psychometric effects of the motivation scale. 22 items were analysed with 4 components having an eigenvalue >1 of

5.678, 4.867, 1.459 and 1.110 respectively. However, Kaiser-Meyer-Olkin Measure of Sampling Adequacy which was used to determine the appropriateness of applying factor analysis for the study resulted in a value of 0.832. This surpassed the estimated value of 0.80 (Hair et al., 2006) or was close to 1 hence an indication that a factor analysis was valuable for this study. 22 items were initially analysed but after the analysis, 4 items were dropped leaving the remaining 18 items suitably loading on factors 1 and 2. Factor 1 had 9 items with factor loading values ranging from 0.647 to 0.824 whereas factor 2 also had 9 items with factor loading values ranging from 0.641 to 0.795, respectively. Factors 1 and 2 met the criteria of having a minimum of 3 or more factors whereas factors 3 and 4 had 2 factor loadings on each factor hence did not meet the minimum criteria as shown in table 4.14 below:

Rotated Component Matrix				
	Component			
	1	2	3	4
How is the attitude of management towards workers?				
What is the system or style of supervision adopted in your organization?			.782	
How long does it take management to attend to complaints of workers?			.661	
Are you always satisfied with the response of management?				.536
Achieving your ambitions and plans through your job. (eg. social and economic growth like quality of life, self-respect, status) - Intrinsic				.652
Being recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise) - Intrinsic	.761			
The feeling of being responsible over your job and outcomes. (eg. Given and overcoming challenging jobs) - Intrinsic	.806			
The job offers you a future prospect for advancement. (eg. Training and development, career development) - Intrinsic	.716			
[You are assured of Job security] - Extrinsic	.715			
[Being happy or satisfied with your salary] - Extrinsic	.647			

[Having favourable, safe, clean and hygienic physical surroundings and working conditions.] - Extrinsic	.689			
[Company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.] - Extrinsic	.824			
[Having a good interpersonal relationship between you, your management, supervisors and work colleagues.] - Extrinsic	.805			
You are able to achieve your aspirations and plans through your job. (eg. social and economic growth like quality of life, self-respect, status).	.805			
You are recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise		.795		
A sense of feeling that you are responsible over your job and outcomes. (eg. Given and overcoming challenging jobs)		.704		
A feeling that the job offers you a future prospect for advancement. (eg. Training and development, career development)		.713		
A feeling that you are assured of Job security		.749		
You are happy with your salary when compared with others doing similar or same job.		.749		
The physical surroundings and working conditions are favourable, safe, clean and hygienic.		.641		
You are happy with the company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.		.683		
You are happy with the relationship between you, your management, supervisors and work colleagues.		.745		
		.717		
Eigenvalues				
Extraction Method: Principal Component Analysis.	5.678	4.867	1.459	1.110
Rotation Method: Varimax with Kaiser Normalization.				

a. Rotation converged in 6 iterations.

Table 4.14: Four factor Rotated structure of Motivation scale

Source: Author

4.6.3 Reliability analysis of Motivation Scale after factor analysis

After conducting the factor analysis, a reliability test was conducted with the help of the Cronbach alpha estimate in order to check the internal consistency and suitability of the items for further test. The Cronbach alpha for the 2 factors of motivation scale is shown in table 4.15 below:

Factor	Number of Items	Cronbach Alpha
Factor 1	9	0.900
Factor 2	9	0.891

Table 4.15: Reliability analysis of Motivation after factor analysis

Source: Author

The Cronbach alpha for factors 1 and 2 with 9 items each were 0.900 and 0.891 respectively, hence implicates that they were both well above the 0.70 rule. The two factors have a percentage of variance of 25.807% and 22.122% respectively, as well as a Kaiser-Meyer-Olkin Measure of Sampling Adequacy, for measuring the sampling adequacy, had a value of 0.849 at a significance level of .000. Hence an indication that the factors are reliable for further analysis.

4.6.4 New constructs variables developed after factor analysis

After the extraction of the factor structure of the motivation scale, factor 1 which had 9 items had a strong correlation with each other hence relevant to rename all the factors as one construct. However, factor 1 belonged under the original factor of “*Motivation*” which involved the other factors deleted as well as factor 2. Factor 1 were factors associated with intrinsic motivation hence they are named, “*Intrinsic motivation*”. Factor 2 also had 9 items with a strong inter correlation. This factor retained its initial items aimed at measuring extrinsic

motivation. This factor was also originally under the factor motivation and therefore was retained as “*Extrinsic motivation*”.

4.6.5 Reliability analysis for Operational Performance

The second variable or scale for conducting a factor analysis was the operational performance scale. A reliability test conducted on the 8 items of operational performance scale, with the aid of the Cronbach alpha method, are shown in the table 4.16 below:

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.807	8

Table 4.16: Reliability analysis of Motivation after factor analysis

Source: Author

The Cronbach alpha for the 8 items was represented by 0.807 which exceeded the 0.70 rule used in social research (Nunally, 1967). This is an indication that the above scale is valid and reliable for conducting a factor analysis.

4.6.6 Factor structure for Operational Performance

The second scale which is represented by operational performance had its psychometric properties and factor structure determined by a factor analysis as well. The table 4.17 below shows that the operational performance scale had 8 items which identified two factors with eigenvalues > 1 . However, a factor can be classed as individual if it has at least three items loading on it with values greater than 0.50 (Costello and Osborne, 2005). For the purpose of this analysis, 2 eigenvalues > 1 , which was an implication that, only those individual dimensions could be extracted with values of 3.440 and 1.403 for factors 1 and 2 respectively. 8 items were originally analysed but after conducting the analysis 2 items were dropped leaving the remaining 6 items appropriately loading on factor 1. The values of the loadings on factor 1 ranged from 0.612 to 0.793. However, factor 1 was retained because it had more than the minimum 3 numbers of loadings, whereas factor 2 just had 2 loadings.

Rotated Component Matrix		
	Component	
	1	2
Are you able to deliver an error-free production process in other to meet set targets? (Intrinsic)	.657	
Do you often use additional materials aside the ones assigned for you to meet your targets? (Intrinsic)		.887
Are you able to adapt to different tasks or targets given to you in the organisation? (Intrinsic)	.793	
Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation? (Intrinsic)	.745	
Are you able to deliver an error-free production process in other to meet set targets? (Extrinsic)	.672	
Do you often use additional materials aside the ones assigned for you to meet your targets? (Extrinsic)		.907
Are you able to adapt to different tasks or targets given to you in the organisation? (Extrinsic)	.713	
Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation? (Extrinsic)	.612	
Eigenvalue	3.440	1.403
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 4.17: Two factor Rotated structure of operational performance

Source: Author

4.6.7 Reliability analysis of Operational Performance after factor analysis

The reliability of the factors retained after the factor analysis of operational performance scale was conducted in order to justify the degree of validity and consistency of the factors. This was also done with the Cronbach alpha method in order to determine the internal consistency of the items for further analysis. The table below shows the results of the test:

Factor	Number of Items	Cronbach Alpha
Factor 1	6	0.797

Table 4.18: Reliability analysis of Operational Performance after factor analysis

Source: Author

The table below shows the Cronbach alpha for factor 1 as 0.797 which indicates that the operational performance scale is reliable because it exceeds the .70 rule. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy had a value of .689 with a significance level of .000, however this factor had a percentage of variance of 42.897%.

4.6.8 New constructs variables developed after factor analysis

The extraction of factors of operational performance scale, left the original 8 items analysed to 6 items. These factors originally belonged to “performance” variable and were as well categorically associated with intrinsic and extrinsic motivational factors. Factor 1 had 6 item loadings and belonged to operational performance. However, after two items were extracted, the retained factors will maintain its character for measuring operational performance and the intrinsic and extrinsic motivation of employees. Therefore, this dimension was named as “operational performance”.

4.7 Multicollinearity check for constructs developed after factor analysis

After the data collection from the large-scale textile manufacturing industries and conducting a factor analysis new constructs were developed and renamed which were motivation, intrinsic motivation, extrinsic motivation, operational performance. However, a multicollinearity check was conducted for the newly generated constructs using the VIF test method. This was conducted because this study adopts a regression analysis method for the data analysis, hence

the independent variables for the regression model do not have to be correlated. If the multicollinearity is checked and the degree of correlation is high between the variables, there might be problems when the model is fitted, and the results is being interpreted.

Also, the multicollinearity check was done to ensure the statistical power of the regression model is not weakened, in order to trust the p-values in identifying the independent variables that are statistically significant (Neter, et al., 1989). According to Hair et al. (2010), multicollinearity is measured by the variance inflation factors and tolerance. In determining the multicollinearity of variables, there is no valid or formal value which defines it, because some researchers postulate that a $VIF < 10$ is acceptable, nonetheless the lower the value, the lower there is a low correlation among the variables. For the purpose of this study, the VIF value used to determine the multicollinearity was that $VIF < 4$ and or with a tolerance level of greater than 0.2 (Hair et al., 2010). In other words, this means that values exceeding 4.0 or with a tolerance of less than 0.2, cautions the researcher that there is an issue with the multicollinearity.

4.7.1 Multicollinearity check for both Dependant and Independent Variables

Firstly, a general VIF test was conducted using the dependent variables which are operational performance and performance as well as the independent variables which are employee motivation, intrinsic motivation, and extrinsic motivation. The results in the table 4.19 below showed that there is a low multicollinearity among the variables. The VIF value between the dependant variable thus, operational performance and the independent variables, thus, intrinsic motivation, extrinsic motivation, and motivation were 2.212, 2.475 and 1.967 respectively. However, they had a tolerance value of .452, .404 and .508 respectively. The VIF values were < 4 , whilst the tolerance values were also > 0.2 , hence indicates a there is no problem with the multicollinearity (Hair et al., 2010) hence further analysis for the study, that is, linear regression can be carried out.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	intrinsic motivation	.452	2.212
	extrinsic motivation	.404	2.475
	motivation	.508	1.967
a. Dependent Variable: operational performance			

Table 4.19: Multicollinearity check for Dependant and Independent Variables

Source: Author

4.7.2 Multicollinearity checks among Independent Variables

A VIF test was also conducted amongst the independent variables to check for multicollinearity. The results shown in table 4.20 below, represents a check extrinsic motivation and motivation with intrinsic motivation acting as a dependant variable in other to run the test in SPSS. The results show that, extrinsic motivation had a VIF value of 1.822 with a tolerance level of .549, whereas motivation had a VIF value of 1.822 with a tolerance level of .549. This result is a clear indication that there is a low multicollinearity amongst these variables since the VIF values are lower than 4 and the tolerance values is greater than .2 hence, they are appropriate for conducting a regression analysis or adding them to the regression model.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Extrinsic motivation	.549	1.822
	motivation	.549	1.822
a. Dependent Variable: intrinsic motivation			

Table 4.20: Multicollinearity checks among Independent Variables

Source: Author

Furthermore, multicollinearity was also checked among motivation and intrinsic motivation as independent variables, whilst using extrinsic motivation as the dependent variable in SPSS to enable the test to be conducted. The response as shown in table 4.21 below, reveals that motivation had a VIF value of 1.628 with a tolerance value of .614, whereas intrinsic motivation had a VIF value of 1.628 and a tolerance value of .614. This also indicated that there is a very low multicollinearity amongst the variables since both VIF values were less than 4 and the tolerance were higher than 0.2 hence, can be suggested that these variables are appropriate for running a regression analysis test for the study.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	motivation	.614	1.628
	Intrinsic motivation	.614	1.628
a. Dependent Variable: extrinsic motivation			

Table 4.21: Multicollinearity checks for independent variables (motivation, intrinsic motivation) and dependant variable (extrinsic motivation)

Source: Author

Lastly, the multicollinearity check was done amongst intrinsic and extrinsic motivation independent variables, adopting motivation as a dependable variable in SPSS for conducting the variance inflation factor test. Intrinsic motivation had a VIF value of 2.048 with a tolerance of .488, whereas extrinsic motivation had a VIF value of 2.048 with a tolerance value of .488 as well. This also indicated that there is a low multicollinearity amongst these independent variables, since they had VIF and tolerance values lower than .4 and greater than .2 respectively, and therefore are fit and appropriate for further regression analysis for the study.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Intrinsic motivation	.488	2.048
	Extrinsic motivation	.488	2.048
a. Dependent Variable: motivation			

Table 4.22: Multicollinearity checks for independent variables (intrinsic motivation and extrinsic motivation) and dependant variable (motivation)

Source: Author

4.8 Restatement of the hypothesis and modified research framework

H₁: Employee motivation has a positive impact on employees' operational performance.

H_{1a}: Employee motivation has a positive impact on employees' operational quality performance.

H_{1b}: Employee motivation has a positive impact on employees' operational flexibility performance.

H_{1c}: Employee motivation has a positive impact on employees' operational delivery performance.

H₂: Intrinsic motivation has a positive impact on employees' operational performance.

H_{2a}: Intrinsic motivation has a positive impact on employees' quality operational performance.

H_{2b}: Intrinsic motivation has a positive impact on employees' operational flexibility performance.

H_{2c}: Intrinsic motivation has a positive impact on employees' operational delivery performance.

H₃: Extrinsic motivation has a positive impact on employees' operational performance.

H_{3a}: Extrinsic motivation has a positive impact on employees' quality operational performance.

H_{3b}: Extrinsic motivation has a positive impact on employees' operational flexibility performance.

H_{3c}: Extrinsic motivation has a positive impact on employees' operational delivery performance.

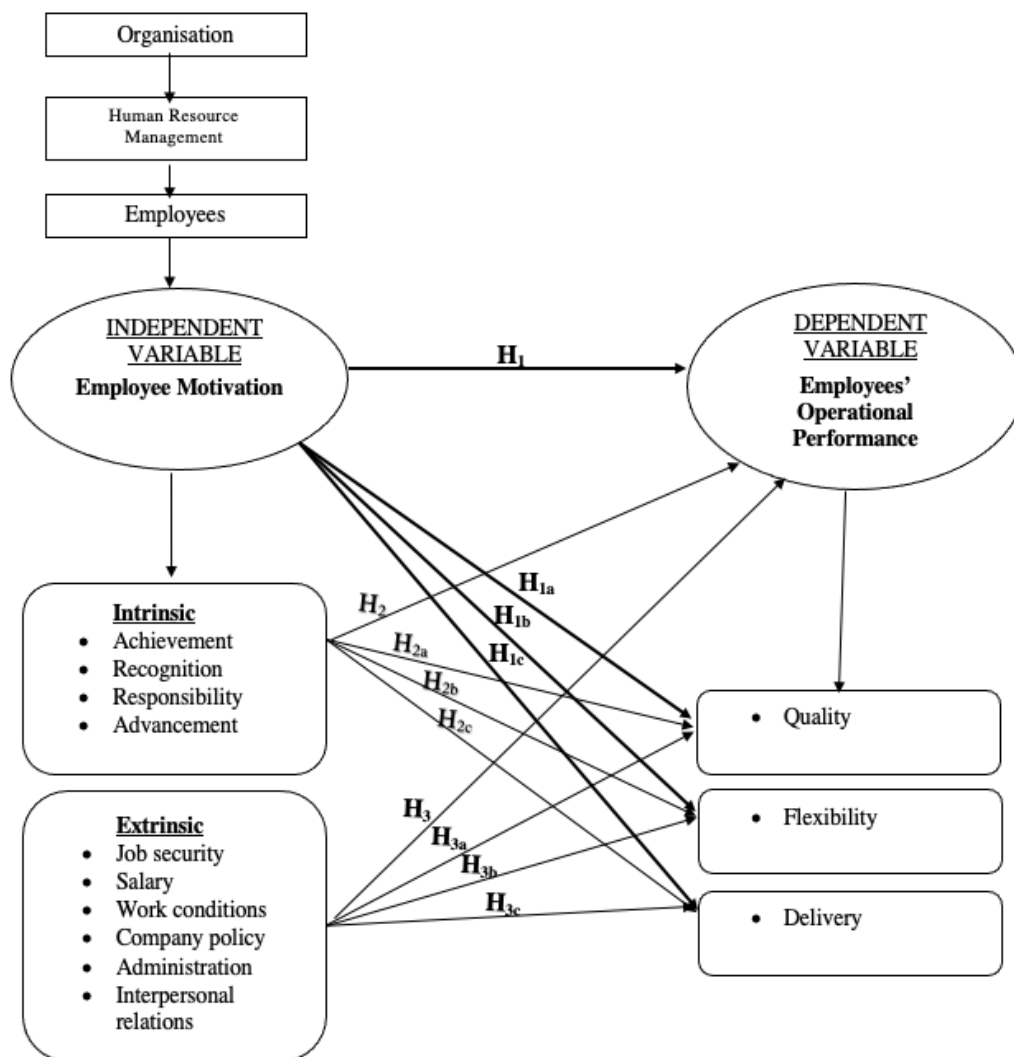


Figure 4. 1: Modified research framework

Source: Author

4.9 Correlation Analysis

To determine the relationships between two or more individual variables or variable sets, as well as determining the significance levels of the relationships, a correlation analysis is deemed necessary. The correlation analysis also indicates the directions and magnitude of the relationship between the variables and does not show causation. An emphasis on correlation analysis not showing causation is discussed by Hussey and Hussey (1997), that, a causal link is not determined by the relationship between 2 variables, nonetheless, a third variable may exist and can be related to two casually unrelated variables. A correlation can be high as well as very low, hence Bartz (1999), proposes a five rule of thumb for helping in the interpretation of the correlation coefficient (r), amongst the variables:

- 0 to .20 implies a *very low correlation*.
- .20 to .40 implies a *low correlation*.
- .40 to .60 implies a *moderate correlation*.
- .60 to .80 implies a *strong correlation*; and
- .80 to 1.00 implies a *high correlation*.

For the purpose of, this study, the correlation coefficients were calculated with the help of SPSS version 24.0 using the Pearson correlation coefficient. The table 4.23 below, shows the results of the correlations amongst all the variables and indicates that the different levels of correlation ranges from moderate to very low with none of the correlation coefficient being either strong or very high, but are all very significant.

		Employees' operational performance
Employee motivation	Pearson Correlation	.429**
	Sig. (2-tailed)	.000
	Ns	194
Intrinsic motivation	Pearson Correlation	.198**
	Sig. (2-tailed)	.005
	N	195
Extrinsic motivation	Pearson Correlation	.230**
	Sig. (2-tailed)	.001
	N	195

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

Table 4.23: Correlations amongst all the variables

Source: Author

4.10 H₁: Employee motivation has a positive impact on employees' operational performance.

In testing for hypothesis 1, a correlation and regression analysis were conducted. The results for the correlations are shown in table 4.23 above. The results for the correlation between employee motivation and employees' operational performance showed that the correlation coefficient $r = .429$ with a p value of .000, hence $p < .01$. This result is an indication that, employee motivation has a positive and significant moderate correlation with employees' operational performance. The positive correlation implicates that an increase in motivation causes the increase in employees' operational performance, vice versa, hence an evident of a parallel relationship between employee motivation and employees' operational performance. Nonetheless, since all correlation coefficients ranges from low to moderate there is a need for

conducting further analysis through, a regression analysis to identify the existence of a causal influence that employee motivation has on employees' operational performance (Bartz, 1999).

In conducting the linear regression, the preliminary results revealed that there was no violation of normality and linearity assumptions. These results showed that the regression model ran was statistically significant. However, a significant statistical regression equation showed the $F = 43.29$, $P\text{-value} = .000$ and an $R^2 = .184$. This result indicates that the regression model generated depicted an 18.4% variation in employee's operational performance, which can be explained by motivation at a significant level of .000. The results of the regression coefficients as shown in table 4.24 below postulates the required evidence to foresee employees' operational performance from motivation, whilst identifying whether motivation statistically contributes to the model significantly.

The unstandardized coefficients show that the constant or predictor thus the dependent variable (employees' operational performance) was 1.636 at a significance level of .000, whereas motivation resulted in .530 at a significant level of .000. This is an indication that for any additional increase in employee motivation, employee's operational performance is expected to increase by an average of .530.

The results of the correlation and regression analysis conducted for hypothesis 1, were significant and therefore supports the proposition that employee motivation has a positive impact on employees' operational performance. Hypothesis 1 is therefore failed to be rejected.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.311		5.267	.000
	Employee motivation	.530	.081	.429	6.580	.000

a. Dependent Variable: employees' operational performance

Table: 4.24 Regression analysis of employee motivation and employees' operational performance

Source: Author

H_{1a}: Employee motivation has a positive impact on employees' operational quality performance.

A correlation analysis was conducted on employee motivation and employees' operational quality performance in order to determine the relationship between these variables; as part of testing this hypothesis. The results for the correlation as shown in the table 4.25 below proves to be statistically significant at a two-tailed, since the P-Value = .000 < .05. the correlation coefficient had a positive value of .435. This result is an indication that there is a positive and significant relationship between employee motivation and employees' operational quality performance, hence an evident of a parallel relationship. An increase in employees' motivation will therefore cause an increase in employees' operational quality performance and vice versa. Nonetheless, there was the need to conduct further analysis in order to determine the existence of the causal effects of employee motivation on employees' operational quality performance.

		Employee motivation	Operational quality performance
Employee motivation	Pearson Correlation	1	.435**
	Sig. (2-tailed)		.000
	N	194	194
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.25: Correlation analysis between employee motivation and operational quality performance

Source: Author

A linear regression was therefore performed, with the regression model showing an F-Value = 44.88, an $R^2 = .189$ and a P-value = .000. This result shows that the regression model generated an 18.9% variation on employees' operational quality performance which is explained by employee motivation at a statistical significance of .000. The regression co-efficient results which are shown in table 4.26 below shows an unstandardized coefficient of 1.485 representing the constant at a P-value of .063 and 1.381 with a P-value of .000 representing employee motivation.

The results of the regression coefficient make it evidential that for any additional increase in employee motivation, employees' operational quality performance is predicted to increase at an average of 1.381. This result shows that there is an impact of employee motivation on employees' operational quality performance, hence the null hypothesis is failed to be rejected, since employee motivation has a positive impact on employees' operational quality performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.485	.794		1.869	.063
	Employee motivation	1.381	.206	.435	6.699	.000
a. Dependent Variable: Operational quality performance						

Table 4.26: Regression analysis of employee motivation and employees' operational quality performance

Source: Author

H_{1b}: Employee motivation has a positive impact on employees' operational flexibility performance.

The table 4.27 below shows a correlation analysis between employee motivation and employees' operational flexibility performance. The Pearson correlation coefficient shows a value of .361 and a P-value of .000. This result is evidence of a low correlation but positive and statistically significant since the P-value < .05. It can therefore be discussed that, since there is a significant positive correlation between employee motivation and employees' operational flexibility performance, an increase in one variable will cause an increase in the other and vice versa, hence evident of a parallel relationship.

A linear regression was deemed necessary after the correlation analysis in order to identify the causal influence employee motivation has on employees' operational flexibility performance. The results of the regression model showed an F-value = 28.84 and an $R^2 = .131$ with a P-Value = .000. The results of the regression model show a 13.1% variation generated on employees'

operational flexibility performance and explained by employee motivation at a statistically significant value of .000.

		Employee motivation	Operational flexibility performance
Employee motivation	Pearson Correlation	1	.361**
	Sig. (2-tailed)		.000
	N	194	194
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.27: Correlation analysis between employee motivation and operational flexibility performance

Source: Author

Moreover, the unstandardized regression coefficient as shown in table 4.28 below shows a value for the constant as 3.522 with a P-value of .000 and employee motivation as 1.053 with a P-value of .000. Since the results is statistically significant, it can be interpreted that, for any other increase in employee motivation, employees' operational flexibility performance is predicted to increase at an average of 1.053. Nonetheless, as the results for both tests were significant, the null hypothesis fails to be rejected hence, it can be justified that, employee motivation has a positive impact on employees' operational flexibility performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.522	.756		4.661	.000
	Employee motivation	1.053	.196	.361	5.371	.000
a. Dependent Variable: Operational flexibility performance						

Table 4.28: Regression analysis of employee motivation and employees' operational flexibility performance

Source: Author

H_{1c}: Employee motivation has a positive impact on employees' operational delivery performance.

To determine whether employee motivation has a positive impact on employees' operational delivery performance, a Pearson correlation analysis test was run to determine the relationship between these variables. The correlation coefficient results as shown in table 4.29 below shows a positive coefficient value = .259 and a P-value = .000. The P-value as shown below as .000 < .05, therefore the results showed a statistical significance. Despite, the correlation coefficient is described as low but positive and significant, the results can be justified that an increase in employee motivation will cause an increase in employees, operational delivery performance and vice versa.

A linear regression analysis was conducted to determine the causal influence that, employee motivation has on employees' operational delivery performance. The regression model resulted in an F-Value = 13.83, an $R^2 = .067$ and a P-value = .000. This results from the regression model generated a 6.7% variation on employees' operational delivery performance which can be explained by employee motivation at a P-value = .000 < .05.

		Employee motivation	Operational delivery performance
Employee motivation	Pearson Correlation	1	.259**
	Sig. (2-tailed)		.000
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.29: Correlation analysis between employee motivation and operational delivery performance

Source: Author

The linear regression analysis conducted, showed the results of the unstandardized coefficient for the constant as 4.809 with a P-Value = .000 and employee motivation as .747 with a P-Value = .000. However, as the regression model is statistically significant, it is justified that, for any additional increase in employee motivation, employees' operational delivery performance is predicted to increase at an average of .747. The results for the test run for this hypothesis showed they were statistically significant; hence the null hypothesis is failed to be

rejected. This can be concluded that employee motivation has a positive impact on employees' operational delivery performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.809	.774		6.211	.000
	Employee motivation	.747	.201	.259	3.720	.000
a. Dependent Variable: Operational delivery performance						

Table 4.30: Regression analysis of employee motivation and employees' operational delivery performance

Source: Author

4.11 H₂: Intrinsic motivation has a positive impact on employees' operational performance.

The correlation analysis for proposition 2 as shown in table 4.30 above showed that there is a very low correlation but positive and significant between intrinsic motivation and employees' operational performance. The correlation coefficient was .198 with a P-Value = .005 < 0.05. The results of the correlation are an implication that intrinsic motivation is positively correlated to employees' operational performance, hence an evident of a parallel relationship. This can be explained that despite, there is a very low correlation, an increase in intrinsic motivation will cause an increase in employees' operational performance and vice versa.

However, there was a need to conduct a regression analysis in order to determine whether intrinsic motivation has a causal impact on employees' operational performance. The preliminary results of the regression analysis postulate that there was no violation of any of the assumptions in relation to normality and linearity. The results of the regression model to be ran, proved to be statistically significant. The F value = 7.916 at a significant level of P-value = .005 and an $R^2 = .039$. This indicates a 3.9% variation in the regression model generated on employees' operational performance which can be predicted and explained by intrinsic motivation at a significant level of .005.

The regression coefficients as shown in the table 4.31 below show the unstandardized coefficients thus the constant as 2.866 with a significance level of p-value = .000, whereas the intrinsic motivation had an unstandardized coefficient of .180 at a significant level of P-value = .005. These results are an indication that for any additional increase in intrinsic motivation, employees' operational performance is expected to increase by an average of .180.

Hence this result supports hypothesis 2 and therefore the null hypothesis failed to be rejected as the test for correlation and regression evidentially reveals that there is a positive impact on employees' operational performance by intrinsic motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.866	.286		10.003	.000
	Intrinsic motivation	.180	.064	.198	2.813	.005

a. Dependent Variable: Employees' operational Performance

Table 4.31: Regression analysis of Intrinsic motivation and employees' operational performance

Source: Author

H_{2a}: Intrinsic motivation has a positive impact on employees' quality operational performance.

The correlation analysis conducted to test proposition H_{2a} used intrinsic motivation variable and quality operational performance variable. The results of the correlation as shown in table 4.32 below shows the correlation coefficient = .201 with two-tailed significance, P-Value = .005. The results of the correlation are an indication that there is a low correlation but strongly significant relationship between intrinsic motivation and quality operational performance. This can be evidentially justified that, despite there was a low correlation between intrinsic motivation and quality operational performance, an increase in intrinsic motivation will cause an increase in employees' quality in their operational performance and vice versa.

		Operational quality performance
Intrinsic motivation	Pearson Correlation	.201**
	Sig. (2-tailed)	.005
	N	195

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

Table 4.32: Correlation analysis between intrinsic motivation and operational quality performance

Source: Author

Nonetheless, in order to identify the causal influence of intrinsic motivation on employees' quality operational performance a regression analysis was performed. The preliminary results of the regression analysis showed that the variables did not violate any of the normality and linearity assumptions. The regression model resulted that, F value = 8.167, whereas the $R^2 = .041$ and at a significant level P-value = .005. These results are evident that there is a 4.1% variation in the regression model caused on employees' quality operational performance predicted and explained by intrinsic motivation at a significant level P-value = .005.

Nonetheless, the results of the regression coefficient as shown in the table 4.33 below characterise the unstandardized coefficients as 2.263, for the constant and a P-Value = .000 representing its significance. The intrinsic motivation variable resulted in the unstandardized coefficient as .255 with a P-Value = .005, showing the level of significant. Since, this regression results were significant, it can be justified that, for any additional increase in intrinsic motivation, employees' quality operational performance is predicted to increase by an average of .255.

The results from the correlation and regression analysis for testing hypothesis H_{2a} supports the proposition that, intrinsic motivation has a positive impact on employees' quality operational performance, hence the null hypothesis fails to be rejected.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.263	.399		5.666	.000
	Intrinsic motivation	.255	.089	.201	2.858	.005
a. Dependent Variable: Operational quality performance						

Table 4.33: Regression analysis of intrinsic motivation and employees' operational quality performance

Source: Author

H_{2b}: Intrinsic motivation has a positive impact on employees' operational flexibility performance.

The table 4.34 below shows the results for the Pearson correlation analysis conducted on intrinsic motivation and employee's operational flexibility performance. The results showed a very low correlation coefficient = .117 and a P-Value = .104. These results justify that, there is a very low positive correlation between intrinsic motivation and employees' operational flexibility performance, but it is not significant since the P-Value > .05.

Nonetheless, since the Pearson correlation is insignificant the null hypothesis will be rejected, and no further analysis will be run to determine the causal effects, as there is no significant relationship. Therefore, the null hypothesis can be justified that, intrinsic motivation does not have a positive impact on employees' operational flexibility performance.

		Operational flexibility performance
Intrinsic motivation	Pearson Correlation	.117
	Sig. (2-tailed)	.104
	N	195

Table 4.34: Correlation analysis between intrinsic motivation and operational flexibility performance

Source: Author

H_{2c}: Intrinsic motivation has a positive impact on employees' operational delivery performance

Below is a table 4.35 showing the results of a correlation analysis between intrinsic motivation and employees' operational delivery performance. The results are evident that there is a very low positive correlation between intrinsic motivation and employees' operational delivery performance. The correlation tests result also justifies that the correlation is insignificant. The correlation coefficient was represented by .008 with a P-Value of .917. However, since the P-Value > .05, the results is deemed as insignificant, hence the null hypothesis is rejected, therefore, no further test will be conducted. This is a justification that despite there is a very low correlation the relationship is insignificant, hence can be concluded that intrinsic motivation has a positive impact on employees' operational delivery performance but not significant.

		Operational delivery performance
Intrinsic motivation	Pearson Correlation	.008
	Sig. (2-tailed)	.917
	N	195

Table 4.35: Correlation analysis between intrinsic motivation and operational delivery performance

Source: Author

4.12 H₃: Extrinsic motivation has a positive impact on employees' operational performance.

The correlation analysis conducted on extrinsic motivation and employees' operational performance is shown in table 4.36 below. The results showed the correlation coefficient as .230 with a P-Value = .001 showing a two-tailed significance. The results were an indication that there is a low correlation but positive between extrinsic motivation and employees' operational performance. Nonetheless, the results were justified as significant since the P-Value < .05. Since the results proved to be a positive relationship between the variables, it was interpreted as a parallel relationship, hence an increase in extrinsic motivation will cause an increase in employees' quality operational performance and vice versa.

		Employees' operational performance
Extrinsic motivation	Pearson Correlation	.230**
	Sig. (2-tailed)	.001
	N	195

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

Table 4.36: Correlation analysis between extrinsic motivation and employees' operational performance

Source: Author

Since, there was a significant and positive relationship between extrinsic motivation and employees' operational performance a linear regression analysis was conducted to determine the causal influence of extrinsic motivation on employees' operational performance. The regression model revealed an F value = 10.784, with an $R^2 = .053$ and at a significant level P-value = .001. This result indicated that there was a 5.3% variation in employees operational performance generated from the regression model and explained by extrinsic motivation at a P-value = .001

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.789	.270		10.350	.000
	Extrinsic motivation	.200	.061	.230	3.284	.001
a. Dependent Variable: employees' operational performance						

Table 4.37: Regression analysis of extrinsic motivation and employees' operational performance

Source: Author

The result of the regression coefficient as shown in table 4.37 above showed an unstandardized coefficient of the constant as 2.789 with a P-Value of .000 and the independent variable thus extrinsic motivation as .200 at a significant value = .001. This result indicated that for any other increase in extrinsic motivation, employees' operational performance will increase at an average of .200. This result justifies and supports hypothesis 3 which proposed that extrinsic motivation has a positive impact on employees' operational performance, hence the null hypothesis is failed to be rejected.

H_{3a}: Extrinsic motivation has a positive impact on employees' quality operational performance.

A correlation analysis was conducted in other to determine the relationship between extrinsic motivation and employees' quality operational performance. The results showed the correlation coefficient = .224 and a P-Value = .002 representing a 2-tailed significance. This positive correlation results can be postulated that, there is a low correlation between extrinsic motivation and employees' quality operational performance but very significant since the P-Value < .05. Therefore, an increase in extrinsic motivation, will cause an increase in employees' quality operational performance and vice versa, hence there is a positive parallel relationship between these variables.

		Quality operational performance
Extrinsic motivation	Pearson Correlation	.224**
	Sig. (2-tailed)	.002
	N	195
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 4.38: Correlation analysis between extrinsic motivation and employees' quality operational performance

Source: Author

There was the need to conduct further analysis since there was a significant relationship, in other to determine the causal influence of extrinsic motivation on employees' quality operational performance. A linear regression analysis was therefore conducted, and the regression model showed the F value = 10.21, whereas the $R^2 = .050$ and at a significant level P-value = .002. The results showed a 5% variation in employees' quality operational performance generated from the regression model, which can be explained by extrinsic motivation at a significant P-Value = .002.

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.111	.396		5.325	.000
	Extrinsic motivation	.287	.090	.224	3.195	.002
a. Dependent Variable: Quality operational performance						

Table 4.39: Regression analysis of extrinsic motivation and employees' operational quality performance

Source: Author

The regression coefficient shown in the table 4.39 above shows the unstandardized coefficient = 2.111 representing the constant at a significant value of .000. The independent variable thus, extrinsic motivation had an unstandardized coefficient of .287 with a P-Value = .002. The results of the regression can be justified as significant since the P-Value < .05, hence indicates that for any additional increase in extrinsic motivation, employees' quality operational performance can be predicted to increase at an average of .287.

The above results support hypothesis 3a, which proposed that extrinsic motivation has a positive impact on employees' quality operational performance. This implies that the null hypothesis is failed to be rejected.

H_{3b}: Extrinsic motivation has a positive impact on employees' operational flexibility performance.

The impact of extrinsic motivation on employee's operational flexibility performance was tested by conducting a correlation analysis. The results depicted that there was a low correlation but positive and significant relationship between extrinsic motivation and employees' operational performance. The correlation coefficient showed a value of .206 with a P-Value = .004 < .05. This result can be interpreted that an increase in extrinsic motivation will cause an increase in employees' operational flexibility performance and vice versa, hence showing a parallel positive impact. Nonetheless, to identify the underlying impact of extrinsic motivation on employees' operational flexibility performance, a linear regression analysis was conducted.

		Operational flexibility performance
Extrinsic motivation	Pearson Correlation	.206**
	Sig. (2-tailed)	.004
	N	195
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 4.40: Correlation analysis between extrinsic motivation and employees' flexibility operational performance

Source: Author

The linear regression model showed an F-Value = 8.532, with an $R^2 = .042$ and a significant value = .004. This result of the regression model generated a 4.2% variation in employees' operational flexibility performance explained by the independent variable, thus extrinsic motivation at a P-Value of .004. Moreover, the results of the regression coefficients in table 4.41 below, shows the unstandardized coefficient as 2.643 representing the constant at a significant value of .000, whereas extrinsic motivation had an unstandardized coefficient of .255 at a significant value of .004.

Since the P-Value of the regression model is $< .05$, the regression results are significant and therefore the results can be elucidated that, for any increase in extrinsic motivation, employees' operational flexibility performance can be predicted to increase at an average of .255. It can be justified that the null hypothesis is failed to be rejected, as these results supports proposition 3b that, extrinsic motivation has a positive impact on employees' operational flexibility performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.643	.386		6.852	.000
	Extrinsic motivation	.255	.087	.206	2.921	.004
a. Dependent Variable: Operational flexibility performance						

Table 4.41: Regression analysis of extrinsic motivation and employees' operational flexibility performance

Source: Author

H_{3c}: Extrinsic motivation has a positive impact on employees' operational delivery performance.

The correlation analysis results as shown in table 4.42 below show the correlation results between extrinsic motivation and employees' operational delivery performance. The correlation coefficient resulted at .194 representing a very low correlation but positive, and at a P-Value of .007 $< .05$. This result can be elucidated that there is a positive relationship between extrinsic motivation and employees' operational delivery performance, hence a

parallel relationship can be explained. That is, despite there is a low correlation, an increase in extrinsic motivation will cause an increase in employees' operational delivery performance and vice versa. Further test was run using a linear regression analysis to determine the causal impact extrinsic motivation on employees' operational delivery performance.

		Operational delivery performance
Extrinsic motivation	Pearson Correlation	.194**
	Sig. (2-tailed)	.007
	N	195
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 4.42: Correlation analysis between extrinsic motivation and employees' operational delivery performance

Source: Author

The regression model showed the results as; an F-Value = 7.517, $R^2 = .037$ and a P-Value = .007. Nonetheless, this result was proven to depict a 3.7% variation in employees operational delivery performance, generated from the regression model, and explained by extrinsic motivation at a P-Value = .007. The regression coefficient as shown in table 4.43 below shows the unstandardized coefficient of the constant as 2.808, with a P-Value of .000, whereas extrinsic motivation was represented by .232 at a P-Value of .007. Since, the results of the regression coefficient were significant, P-Value < .05, it can be interpreted that for any increase in extrinsic motivation, employee's operational delivery performance can be predicted to increase at an average of .232. The significant results of the test run for hypothesis 3c concludes the fact that the null hypothesis is failed to be rejected, hence extrinsic motivation has a positive impact on employees' operational delivery performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.808	.374		7.497	.000
	Extrinsic motivation	.232	.085	.194	2.742	.007
a. Dependent Variable: Operational delivery performance						

Table 4.43: Regression analysis of extrinsic motivation and employees' operational delivery performance

Source: Author

4.13 Summary

This chapter was aimed on the quantitative data analysis and the presentation of the results. A data cleaning was first done, followed by a factor analysis which determined the factor structure of the variables. A reliability test was conducted before the factor analysis and after the factor structure of the variables were determined, using the Cronbach Alpha in other to ensure the variables are reliable. However, after the factor analysis was conducted another reliability test was conducted to ensure the determined factors were reliable. A multicollinearity test was conducted following the factor analysis for the newly generated constructs using the VIF test method. This was done because the study adopts a regression analysis which means a multicollinearity test is necessary to ensure the independent variables for the regression model are not correlated. A restatement of the deduced hypothesis was then highlighted to ensure the research framework is modified.

The results of the correlation analysis were discussed with the results ranging from moderate to very low and proven to be statistically significant. A linear regression analysis was then conducted on the various hypothesis, with the results showing a positive and significant impact on employee motivation and employees' operational performance in the large-scale textile manufacturing industry in Ghana. The next chapter discusses the qualitative data collection process and how the data was analyzed to support the findings of the quantitative data, in other to meet the objectives of the current study.

Chapter 5: QUALITATIVE DATA ANALYSIS

5.1 Introduction

With regards to the methodology of this current study, conducting a qualitative data analysis was deemed relevant using a semi-structured interviews with some top-level management and an unstructured observation, to complement the results gained from the quantitative data. In addition to complementing the quantitative data, since this research adopted the sequential mixed method design as discussed in chapter 3, conducting interviews with these top-level management and observing was done in compliance to the triangulation method for ensuring reliability and validity. The seven respondents out of the twenty targeted were top managers for various departments in the organisation and were very key in helping the researcher to gain an in-depth understanding of employee motivation and employee performance in the Ghanaian large-scale manufacturing industry.

The respondents consisted of the Human resource management Director, Operations Director, Marketing Director, Safety Director, Energy Director, Planning and Organisation Director as well as the Finance and Salaries Director. Respondents were assured of confidentiality and anonymity. The researcher asked permission from each respondent to take an audio recording of the interview and assured them that it will be kept strictly secured, confidential, anonymous and for academic purpose only. All respondents for the interview agreed to be recorded, as well as the researcher made some notes in a diary for the observation process.

5.2 The Interview and Observation Process

Interviews were conducted at the offices of each respondent, hence there was no form of interference such as noises from the background and therefore respondents were at ease in answering the questions. The average time frame for all interviews was between 15 and 30 minutes, and this was because the researcher tried to keep it short, as per the request of respondents, since respondents had very busy schedules due to their positions in the organisations. However, respondents were knowledgeable about the questions asked and therefore gave in-depth answers. The interviews took the semi-structured interview method, with the researcher asking questions in relation to the survey responses obtained. Answers

given by interviewees was clarified by asking further questions in relation to the original question in order to gain an in-depth understanding and knowledge.

Interviews were conducted by the researcher and an audio recorded with consent from the respondents. Observation was done in an unstructured way since it was unplanned and informal. The researcher began this process on the first day in the organisation since he got the chance to go around every department and made some observations whilst noting them in his diary. This process of observing employee's behaviour whilst working and in the working environment continued throughout the researcher's field data collection that is during questionnaire distributions and collection as well as interviews. Each day the researcher was present at the organisations, he made note of very important behaviours and factors. Some issues observed were related to the working environment of employees, their mood whilst working and employee's behaviour with each other on the job. This was done in order to support or complement the survey and interview data collected, and to help in the data interpretation.

5.3 Qualitative data analysis process

This study adopted the content analysis approach to analyse the quantitative data however for the purpose of this study and the researcher being a pragmatist, data analysis began concurrently with the data collection. This caused a contrast with the quantitative data since the analysis of data began after the entire data collection process. This approach of qualitative data analysis was done based on the assumption of keeping the sequences of data which were collected intact in order to avoid the meaningfulness of the data. Miles and Huberman (1994), discusses that this approach of qualitative data analysis is recommended since codes are generated for the description of data. Codes are described as labels or tags used to allocate items of significance to the data gathered descriptively throughout the research (Miles and Huberman, 1994). This current study adopted codes for this study which was sourced from the theoretical major variables of this study as discussed in the literature review.

It is posited and recommended by Miles and Huberman (1994), that the creation of codes can be done prior to conducting the data collection with the basis on the theoretical framework of the study. For the purpose of this study, the codes developed firstly, thus the start list as it is commonly called were modified in order to suit the evolving patterns in the data, where

possible or necessary. This was developed by reading through the transcribed interviews severally to identify emerging repetitions of phrases which are linked to the same concept or idea. However, this was followed with making important notes to be referred to, thus taking note of the relevant contents in relation to the variables. Also, the vocabulary used by respondents was considered with extreme attention to be able to ascertain and link them to the appropriate concepts or topics being referred.

The researcher made copies of the transcribed interviews, whilst keeping the original copy secured and safe in the research folder. The duplicates were printed out and read by the researcher several times, whilst circling relevant information. The relevant information was written on sticky notes and stuck together according to the ideas and contents related to the appropriate codes, in order to make it easy to retrieve and identify for the analysis. During the analysis, this was related to appropriate themes of the study as the underpinning for further analysis to be linked to answering the research question of the study. All chunks of data noted on the sticky notes were placed collectively in correspondence to its related code.

The most common types of codes used in qualitative analysis are the inductive and priori code. Priori coding is when previous existing codes are used by the researcher on the collected data, whereas the inductive codes is linked to the development of codes by the researcher whilst coding of the data is done. However, for the purpose of this study, the priori codes were adopted, and this is because, grounding on existing literature, the codes were developed whilst it was linked or related to the themes identified in the data. Some inferences were drawn from several theories during the analysis such as from Herzberg two-factor theory and Maslow's hierarchy of needs theory.

The researcher also presented interviewee quotes which were related to each code and related to the quantitative survey. The reason for this is linked to the philosophical stance of the researcher, that is, a pragmatist. Based on the pragmatist stance, the mixed method approach was adopted with the focus on the sequential: quantitative followed by qualitative method (Creswell and Plano Clark, 2007). This therefore concludes that the interviewee quotes presented by the researcher is linked directly linked to the quantitative survey as well as the codes. Moreover, since the researcher used the priori coding, consistency between the interview notes and priori coding was ensured and each of the themes were coded based on the coding list in the table 5.1 below.

Categories were then created from the identified themes based on the relationships between the themes identified from the data. However, the researcher's notes made from the unstructured observation was also related to the themes identified in the interview data, to categorise them for the analysis.

CODES	MEANING
Achievement	To refer to any contents or words linked to social and economic growth like quality of life, self-respect, status
Recognition	To denote all contents or words related to rewards, bonus, promotion, verbal praise
Responsibility	To refer to ideas or contents related to accepting and overcoming challenging jobs
Advancement	To denote ideas or contents linked to training and development, career development, personal development
Job security	To refer to contents or words in relation to job security
Salary	To denote all contents and words linked to income or wages
Working condition	To denote all contents or words associated with favourable, safe, clean, and hygienic physical surroundings and work conditions.
Company and administration policy	To denote contents or words related to flexible working hours, breaks, dress code, overtime bonuses, annual leave.
Interpersonal relationship	To represent all ideas or contents linked to relationships between management, supervisors, and work colleagues
Performance	To represent all contents or ideas related to employee performance or operational performance.

Table 5. 1: Primary codes used in the analysis

Source: Author

5.4 Analysis of the major contents developed from interview 1 in relation to the codes developed

When interviewee 1 was asked whether employees were happy with their working environment, he responded that *“there is a good working condition for employees, but it can be better”*. This response can justify the reason why employees stated in the questionnaire response when they were asked *“What do you think prevents you from performing to your maximum best of the job?”*, that their working environment needs to be improved. Below are some responses made by employees in relation to the working environment: *“the working conditions and physical working surroundings”*, *“the physical working surroundings and working conditions”*, *“working surroundings and working conditions”*. Employees were asked in the survey questionnaire that, ***“What do you think can be done to enable you to improve your performance on the job?”***. The responses given in relation to the working condition and environment mainly consisted of *“The company must improve on high quality of materials and infrastructures”*, *“the condition of facilities”*, *“working in a clean and hygienic environment”*, *“Good environment”*, *“Better working environment and better conditions of service”*, and *“safe working surroundings”*. Interviewee 1 justifies why employees gave these responses, with reference to the fact that despite there is a good working condition, there is a gap to make it better, to make employees happy.

Employees in their responses for the questionnaire asserted that they do not gain enough training on the job and impacts their performance. Some specific assertions they made in relation to training and development were that: *“no incentives, no training and development and poor job security”*, *“unfairness in appraisals”*, *“lack of professional training skills”*. These responses arose in the survey questionnaire responses when employees were asked *what they think prevents them from performing to their maximum best of the job*. Also, employees were asked about ***“What they think can be done to enable you to improve your performance on the job?”***. Some responses they gave in relation to training and development were: *“the company should try to organise workshops and trainings in other to improve our performances”*, *“continuous training and opportunities in the organisation”*, *“we should be given the opportunity to further our education and also offered more and frequent training”*, *“by upgrading the length of time of on the job trainings”*, *“giving more opportunities on the job and more training”*, *trainings to update knowledge in conformity with current*

development”, frequent training programs can be organised to refresh the knowledge and skills of employees.

Interviewee 1 was asked to justify these findings. The response given from interviewee 1 was that *“Employees are trained based on their training needs through an annual appraisal system that requires employees to state their training needs. These needs are then analysed and based on that, training programmes are organised, however due to budgeting, all the training needs of some employees are not met”*. This response given by interviewee 1 led to the researcher asking a follow up question to clarify whether employees are allowed to request their training needs based on their future career prospects. The response given on this item was that, *“employees are given the opportunity to request for a career development training to meet their future job needs whilst, another training opportunity is general based on an assessment conducted on employees by the organisation, to identify the general needs in order to improve the overall skills of employees”*. This response given by interviewee 1 can justify that training opportunities are given to employees but due to the financial budget of the organisation, all employee training needs are not being met, hence employees stated in the questionnaire responses that they need more training.

Another major issue which was identified from the survey questionnaire when employees were asked about *“what they think prevents them from performing to their maximum best of the job”*. Some responses from the employee respondents were that: *“the organisation does not recognise our hard work and the salary is not good”, “poor salary and it’s delayed in payment”, “lack of money”, “lack of Good salary and motivation”, “inadequate salary”, “my salary inadequacy prevents me from giving my maximum best”, “salaries and other issues being ignored”, “poor salary”, “delay of salaries”*.

Interviewee 1 was also asked about their opinion on whether employees are happy with their salaries. He stated that, *“Generally employees complain about their salaries not being enough because that is the perception employees usually have. He further added that, whether this perception employees have is realistic or not, he cannot justify it because no scientific research has been done to justify this situation*. Interviewee 1 also concluded that, *the organisation itself is not performing very well financially now*. Employees also responded in the survey questionnaire about *“what can be done to enable their performance to improve on the job”*. Some responses they gave in relation their salaries were that, *“they needed good salaries”, “when you are paid very well”, “good salary”, “salary increment”, “raise salary to*

standard". The response given by interviewee 1 on this issue is a justification of employee responses in the survey questionnaire because if the organisation itself is not performing well financial, this will impact on employees.

Employees were asked in the survey questionnaire about how long it takes management to respond to their complaints, and the majority responded that it takes management *"after a month"* as well as *"within a week"*. Further to this, employees were also asked *"if they were satisfied with the response of management on their complaints"*. The responses given by employees showed most of them were not satisfied at all or were somehow satisfied. Some reasons they gave was that, *"We sometimes realize the response are not exactly the situation"*, *"Because they always want us to do only what they like or say"*, *"The plight of workers is always not adhered and attended to"*, *"Management takes decisions that only benefits their interests"*, *"Because responses made by them are to their own advantage and not in the favor of the production staffs"*, *"This is because they do not want to have ears to our grievances"*, *"Pressure is always applied before the most pressing needs are met. It is actually frustrating, and this has negative impact on production"*. These responses given by employees urged the researcher to justify it by asking interviewee 1 *"How long it takes management to respond to complaints and if HR receives complaints of employees from department supervisors"*.

The response given by interview 1 postulated that *"HR do not receive complaints directly from employees because the collective agreement or policy is that complaints must be resolved at the departmental level before, it can be escalated to HR if required beyond a certain level"*. However, based on the response from interviewee 1 on this issue, a follow-up question was asked, and this was to justify HR does regular check-ups on departmental supervisors to enforce or find out if the complaints of employees are listened and responded. The response by interviewee 1 was that, *"they do not enforce or do regular check-ups on departmental heads to determine if employee complaints are being listened because they expect them to deal with complaint procedurally at their levels"*. This response by interviewee 1 can be used to clarify the survey responses of employees on this item and this is because, there is a policy for employees' complaints to reach management procedurally but the fact that this is not enforced, or followed up on, has an impact on employees. It can also be analysed that, the departmental supervisors do not deal with employee's complaints on time and perhaps do not forward them to the highest authority if there is the need, hence why employees are not satisfied with management response to their complaints.

The researcher also wanted to find out whether management are democratic or autocratic since this can impact greatly on employees because this can enhance management and employee's interpersonal relationship, which is an extrinsic (Herzberg, 1959) factor of motivation hence the management style used by the organization may have an influence on employees. Employees were therefore asked in the survey questionnaire about the system of supervision adopted in the organization. Most of them representing 67.6%, responded that the democratic system is used whereas 28.7% stated that an autocratic system is being used. A justification of this response was required hence interviewee 1 was asked about the type of management style adopted for his department and in the organization. The response by interviewee 1 was that *"We adopt a democratic system since decision making are always made together with employees before management analyses and make conclusions". Also, union executives represent employees in the organization hence management communicates with the union executives on daily basis for making decisions concerning employees.*

Nonetheless, employees in some of their responses to some of the survey questionnaire, (*Do you feel you can contribute positively to the organisation and why, Are you always satisfied with the response of management?*) showed how much they were concerned about this issue and some of the responses were: *"Yes, if management breaks up the autocratic style of supervision", autocratic management prevents me from contributing positively to the organisation, No, because of their Autocratic System of Management".* When employees were also asked *"What do you think can be done to enable you to improve your performance on the job?"*, some assertions made were that: *"management listening to the opinions of the employees", "Suggestions and contribution should be taken seriously", "Leader's style must change to correlate with employees", "involvement of subordinates in decision making at times".* Despite most employees stated that management are democratic, some assertions made by other employees poses a question on this item, this is because interviewee 1 also stated that *"Some department supervisors and managers may adopt the autocratic style".*

Interviewee 1 was further asked a question based on some responses gained from employees. This was related to employees gaining support from the organisation. Interviewee 1 was asked that: *"Do you think employees are getting enough support from the company to help them perform to their maximum best?"*. The response given by interviewee 1 was that, *"to a very extent, yes, because the raw materials and knowledge employees need are available to them though training but in every human working environment this aspect needs frequent*

improvement". This question was asked from interviewee 1 because the majority of employees, of about 42.1% stating that they *somehow* think they get enough support from the organisation to help them perform to their best, whereas 30.3%, 25.8%, 1.7% said *no*, *yes* and *preferred not to say* respectively. Some declarations made by employees in relation to gaining enough support from the organisation in the survey responses were that: *"Needed materials and tools for the job should be provided"*, *Changing of processes and employee development based on their respective career*", *"Educational policies such that, workers will be allowed to build their minds in the field of textile"*, *"Frequent maintenance of machines, availability of materials"*, *"Required items needed for better work, production must be put in place, right structures must be put in place"*, *"Well defined target to be achieved and support from all facets of the organisation"*, *"Having a defined and result oriented roles and responsibilities explained to staff"*.

However, some of these responses by employees were as a result of being asked, *"What do you think can be done to enable you to improve your performance on the job?"*. The response from interviewee 1 justifies why most employees responded somehow to whether they get enough support from the organisation. It can also be postulated that the "somehow" responses being the majority and "No" being the second means there may be an uncertainty amongst employees when it comes to this issue and can be related to interviewee 1's response since it was stated that *"enough support is given to employees, but it needs frequent improvement"*.

Employees were asked in the survey questionnaire *"Would you recommend anybody to work in the company?"*. This question was asked to measure the rate at which employees are motivated and satisfied in the organisation. The results of this showed that about 44.4% said "Yes", whereas 25.3%, 20.8%, 9.6% said *"somehow"*, *"no"* and *"preferred not to say"* respectively. Despite the majority said yes, the second highest percentage were not very certain hence responded *"somehow"*, hence an indication of employees' motivation, satisfaction, and commitment to the organisation questionable. The researcher in order to gain an in-depth understanding of this response asked interview 1 their opinion on *"Why employees made such declarations, if they are fully motivated and committed to the organisation?"*. The response given by interviewee 1 on this item was that: *"Employees usually compare themselves with other employees in similar organisations hence the efforts of the organisation may not be adequate to employees, hence they may not recommend anyone to work in the organisation"*. The response by interviewee 1 shows that employees comparing themselves with other

employees might make them feel, they are not treated fairly which may demotivate and make them unsatisfied in their organisation, hence they will obviously recommend anybody to other organisations rather than in their organisation.

Interviewee 1 was asked if the organization has a documented policy which focuses on employees' motivation and how it can impact on the performance of the organization as well employees. This question was asked in justification of employees' responses on some items in the survey questionnaire which were linked to low motivation in the organization, and some of these responses were: *"good increment and motivation from employers"*, *motivation of staff through incentives and others, motivation of any kind*", *management must focus on motivating employees*", *"there should be enough motivation and also the structure of the company should work appropriately"*, *"there is no form of motivation for us"*. These responses resulted from items in relation to what can be done to improve their performance and what prevents employees from performing to their maximum best.

The response from interviewee 1 on this issue was that *"the organisation has a collective agreement with employees' union association which captures the various motivation factors such as salary issues promotions, incentives schemes for those in production to increase production, training, learning amongst others, hence in terms of policies it is a collective agreement between the organisation and employees' union association"*. This response from interviewee 1 suggests that issues pertaining to motivation of employees does not reach management directly but rather goes through the employees' union whereby the issue is dealt with based on an agreement with management. This is an implication that employees do not tell management directly about issues with motivation and performance, therefore this can be a justification for their responses, because the process involved in this might cause delays or management may not even be aware of what is affecting them.

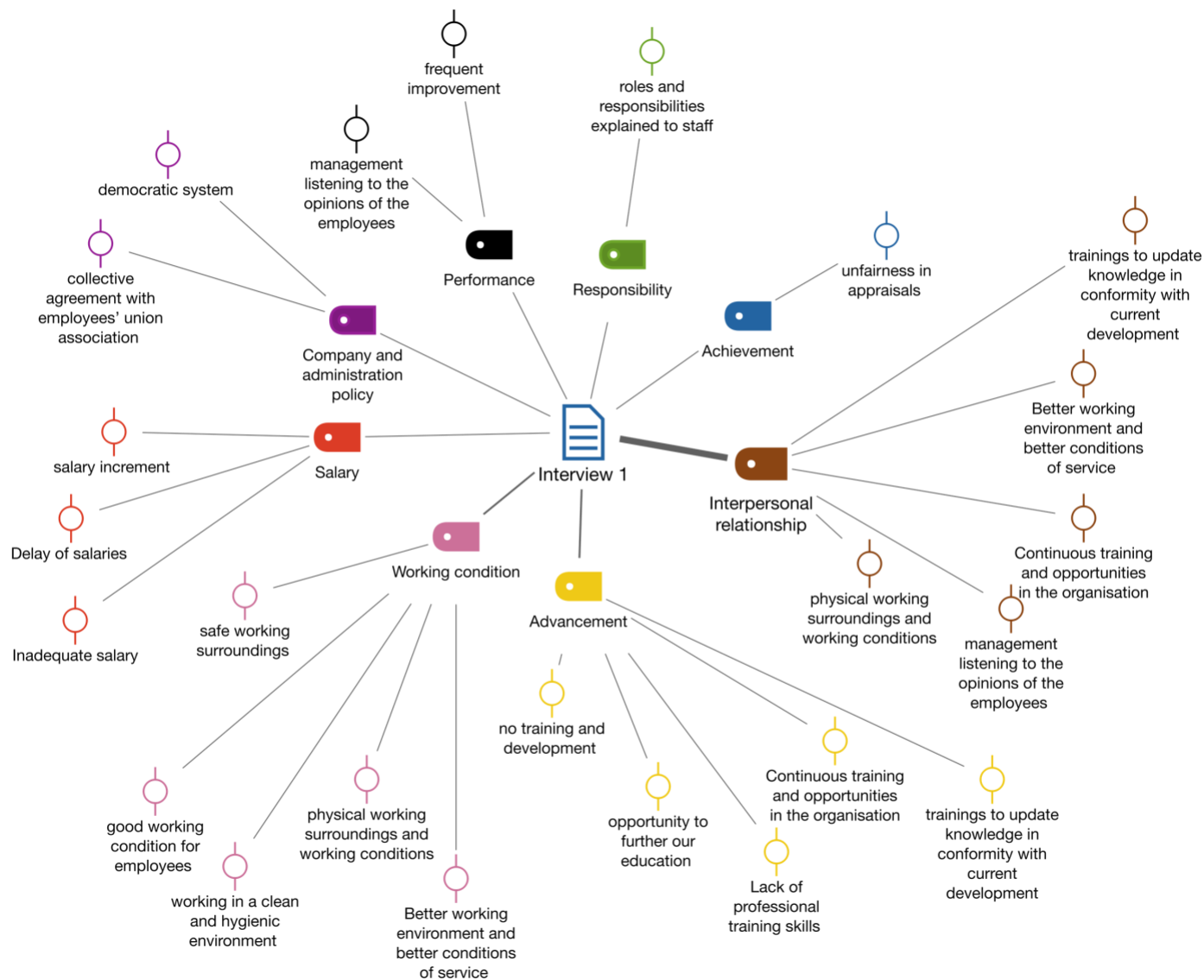


Figure 5. 1: Major contents developed from the analysis of interview 1 in relation to the codes developed

Source: Author

5.5 Analysis of the major contents developed from interview 2 in relation to the codes developed

With reference to the survey questionnaire, employees in their responses to some items showed that there were issues pertaining to their salaries, hence they were not happy. Most of the responses given by employees in relation to salaries were linked to increment and the delays in salaries. In clarifying and justifying the responses made by employees in the survey questionnaire, interviewee 2 was asked “*to justify why employees stated they do not get paid*

on time”. Interviewee 2 responded that “*employees are paid on every 15th of the month hence it is not true, however the junior staff are paid based on an agreed date between management and the employees’ union association. They are usually paid 2 or 3 days earlier*”. This response from interviewee 2 contradicts with the responses from the survey questionnaire but with reference to interviewee 1’s response on the issue of salary, yes, it could be employees compare themselves to other employees in different organizations. Also, it can be analyzed that since a scheduled time is negotiated for employees by the union and organization, this could cause delays, or the agreed schedule might not be favorable for some employees.

In other for the researcher to confirm or justify employees’ performance in the organization, interviewee 2 was asked a question in relation to his field and this was, “***Do you think employees’ performance are productive or not productive enough?***”. There was a need for this question because in the survey questionnaire responses, when employees were asked about what prevents them from performing to their maximum best, the majority stated that the lack or low motivation as well as other issues impacts their performance. The response given by interviewee 2 was that, “*the productivity of employees was not bad since it is above average, nonetheless, factors such as machine effectiveness, availability of materials, energy and labour (human factor) affects productivity*. Another important assertion made by interviewee 2 was that “*the human factor issues are sometimes not controllable hence impacts on productivity*.” This response by interviewee 2 make it evidential that employees are influenced by the factors they mentioned on preventing them to perform to their maximum best hence affecting the overall productivity of the organisation.

Another major content identified from the survey responses was on the availability of tools and materials for working. Some responses related to the availability of tools and materials given by employees in the survey questionnaire was, on what can be done to improve their performance was that,; “*Frequent maintenance of machines, availability of materials, the provision of work materials, Providing safe working tools and materials, by having the necessary working tools and materials, availability of parts and materials, Provision of the right materials, Needed materials and tools for the job should be provided, Providing the appropriate materials*”. There was, therefore, a need to clarify these findings from interviewee 2 hence, was asked to “*justify why employees do not get adequate materials to work and do not get them at the right time as well?*”. Interviewee 2 responded that, “*these challenges was faced some time ago and was caused by a global shortage in some materials as well as the transition*

of the procurement manager, but apparently everything was under control". This response by interviewee 2 did not clarify the response of employees since, it can be analysed that this problem is still ongoing because employees are complaining about it, but interviewee 2 affirms that it is apparently under control, hence employees responded that this was affecting their performance.

Interviewee 2 was also asked about his opinion on whether employees are happy with their working environment. This was asked because major contents developed from the survey responses of employees were on the working environment hence interviewee 2 was asked as well in other to gain more in-depth information and justification on this. Interviewee 2 responded that, *"Some employees are not happy because they were given training opportunities to advance, hence gained promotion in their role after the training, but they do not get the benefits which came with the promotion, such as salary increment, appraisals and other rewarding benefits suitable for their position"*. This response by interviewee 2 buttresses interviewee 1's response since they are both aware that some employees are not happy with the working conditions and environment, but it can be better hence justifying employees' responses on not being happy with their working environment.

Furthermore, another issue which arose from the survey responses was related to training and development. Interviewee 1 was asked to justify why employees postulated that they do not gain enough training, but to gain an in depth understanding of this issue, interviewee 2 was asked *"if employees frequently gain training incentives?"*. Interviewee 2 responded that *"This is something the company does a lot. The general training given to employees annually may not be favourable for some employees in other departments, hence employees are given the opportunity to request for their own training if they identify a training need suitable for their job area. Overall, we are very serious with our trainings, unless an employee is not interested in gaining more knowledge"*. This response by interviewee 2 still justifies that training opportunities are given to employees, but all the training needs or employees are not met due to the financial budget of the company as stated by interviewee 1.

In gaining further understanding on some response's employees gave in relation to their satisfaction of management response on their complaints as well as how long it takes management to respond to their complaints, interviewee 2 was also asked *"if the complaints of employees are being heard and attended to?"*. This was also asked in other to support and clarify the response from interviewee 1. The response of interviewee 2 was that, *"complaints*

of employees being heard has been an issue, so HR came up with a policy to re-evaluate and assess the job for proper scaling in order to meet the demands and needs of employees. However, I am not sure how this policy was implemented and its current progress". This response by interviewee 2 suggests that the organisation has policies set to deal with employee's complaints but are not enforced. This justifies interviewee 1's response which affirmed that HR do not enforce or follow up on the policy which requires departmental supervisors to ensure employees complaints are being dealt heard and dealt with. This makes it evidential as to why employees assert that their complaints are not being heard and dealt with hence impacting on their performance.

Employees stated in the survey questionnaire response that *"Management are only interested in production, not considering the welfare and safety of the workforce", "Their focus is mainly on target", "Our welfare issues must be attended to and not only production related issues", "A sound minded worker contributes to high productivity"*. Issues like this cannot be overlooked in the current study because the safety and welfare of employees is an important aspect of motivation and a priority for organisations. The researcher therefore wanted an in-depth information, understanding and a clarification of such response from employees. Interviewee 2 was therefore asked, *"If the safety and welfare of employees are considered more than their targets required on the job?"*. The response given by interviewee 2 was that *"the company is very strict on safety hence all necessary equipment for safety are being provided. However, employees do not adhere to safety policies but are compensated when an accident occurs"*.

This response from interviewee 2 suggest that the company is keen on safety and welfare of employees, but the issue is with employees not adhering to the safety policies. Moreover, the researcher's observation made in the organisation was that there was a clinic on site which some employees told the researcher, it was equipped with a medical doctor and a nurse, and it covers the health of employees as well as their families, hence evidential that the company is concerned of employees' health welfare. The researcher also observed that, there were some patchy holes on most of the floors in the production site of the organisation as well as safety markings on the floor faded and this could result in trip hazards or other accidents. These observations and interviewee 2's response may suggest that, despite the company is keen on the safety and welfare of employees, employees may have made complaints about some safety and welfare concerns as well as concerns relating to production. Nonetheless, management

pays more attention on the production concerns, hence the justification of the above responses from some employee respondents.

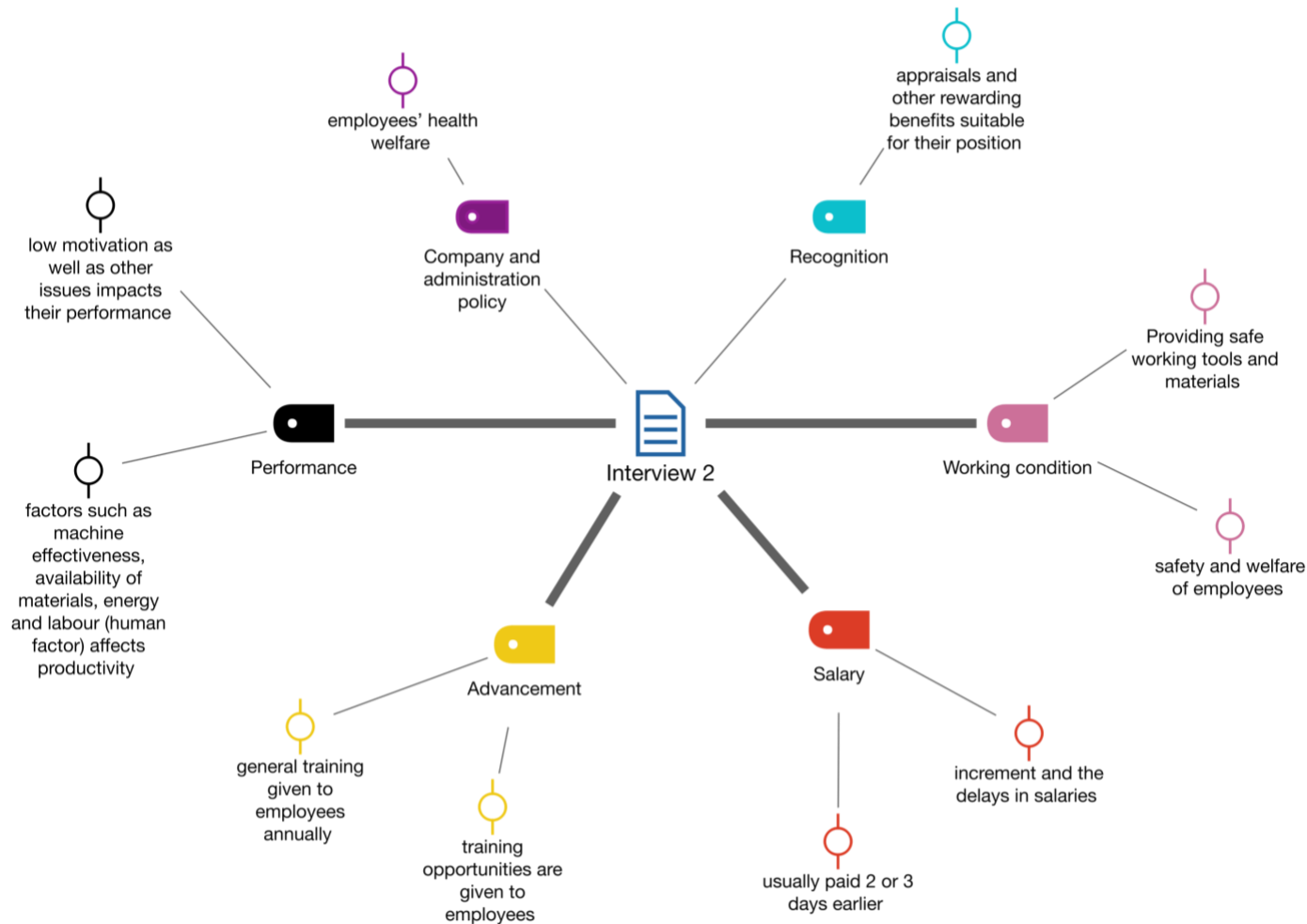


Figure 5. 2: Major contents developed from the analysis of interview 2 in relation to the codes developed

Source: Author

5.6 Analysis of the major contents developed from interview 3 in relation to the codes developed

As training and development was a major issue which arose from the survey questionnaire, interviewee 3 was also asked to justify why employees were complaining that they do not gain enough training. Interviewee 3 responded that, *training is given to employees who requires it, and needed for their job roles. The company helps employees in performing well because, in the case of a new technology or developments, managers and supervisors' trains employees or engineers train employees on completion of a new technology or development installation. The*

response by interviewee 3 supports the responses of both interview 1 and 2. This is because employees are given the chance to request for their training needs, however the response of interview 3 may be analysed that, the training needs of employees are delivered based on who requires it the most and this may be a result of the organisation, being on a strict financial budget, hence are not able to meet all the training needs of employees.

Employees' being satisfied with their working conditions and environment was another vital issue which resulted from the survey questionnaire. In relation to this, interviewee 3 was asked for his response on whether employees are happy with their working environment. The response given by interviewee 3 was that, *"employees being happy with their environment is relative as this is justified by theories such as Maslow's Hierarchy of needs and Expectancy theory among other theories. However, employees are happy to some extent because some of their needs are being met, hence organisational policies are implemented to keep employees happy and motivated, despite it is relative"*. The responses from interviewee 1 and 2 on this item was that "good but can be better" and "some are not happy", respectively. There is a link between the responses of interviewee 1, 2 and 3 because it can be analysed that, not all employees are happy with their working conditions and environment as it depends on the individual's preferences, despite the company's policies is aimed at keeping employees happy and motivated.

Rewards and appraising employees are an important item which is related to employee's motivation, hence employees stated in the survey questionnaire responses that, rewarding them can enable them to perform to their maximum best in the organisation. Some direct responses given by employees were *"Firstly to be motivated by rewards which this organisation lacks"*, *"To increase salary and give bonus and rewards"*, *"Motivation and Bonuses, Verbal praise and Rewards"*, *"Better salary, better incentives, better bonuses and rewards"*, *"There should be fairness in appraisals"*, *"unfairness in appraisals"*. Interviewee 3 was therefore asked *"if employees are rewarded and appraised regularly"*. The response on this was *"yes, however employees are aware and own what it takes to be rewarded as well as, they are aware of appraisal indicators such as cleanliness of area, output of machine, quality level, good team working skills etc, hence getting rewarded solely depends on employees"*. The responses of employees in the survey questionnaire and interviewee 3's response suggest that appraisals are conducted as well as rewards are given but, there is some sort of unfairness in the appraisal indicators such as employees may be affected by teammates which might impact on their

chances to gain a reward. Also, employees, do not always expect tangible rewards as stated in the responses but rather verbal praises are enough reward to keep them motivated.

An observation made by the researcher was that the organisations had signs and writings across every department on saving energy to help save cost. The researcher's informal conversation with some managers got to know that this aspect is vital to the organisation because it is controlled by the human resource thus, employees. Also, informal conversations with some employees which were noted, discovered that, employees sometimes ignored vital energy issues such as regulating the consumption of water on machines among others, and this was because they were usually tired from long shifts hence affecting their performance as well as the organisation. The researcher deemed it necessary to gain an in-depth understanding of this issue as, employees working hours and attitude is linked to motivation and performance. Interviewee 3 was therefore asked about their awareness of employee attitude affecting the energy consumption.

The response from interviewee 3 was that, *“Yes, the attitude of some employees impacts on energy consumption, hence causes wastage and affecting organisational cost. However, motivation does not affect employees causing wastage but rather the lack of training or education. Despite the causes of wastage has reduced due to monitoring systems to investigate who causes the wastage, some employees are still deviant hence, causes wastage. There is the need for the organisation to frequently refresh the minds of employees on wastage”*. This response from interviewee 3 suggests that the lack of training causes employees to cause wastage. Moreover, training and development is a vital factor, postulated by employees in the survey questionnaire that it motivates them to perform well hence a justification of why employees responded they do not get enough training. Also, some employees stated in the survey questionnaire that their performance was that *“number of working hours reduced and flexible working hours”*. This makes it evidential that fatigue may cause employees to ignore certain aspects of operations due to long hours of working, hence impacting on their performance.

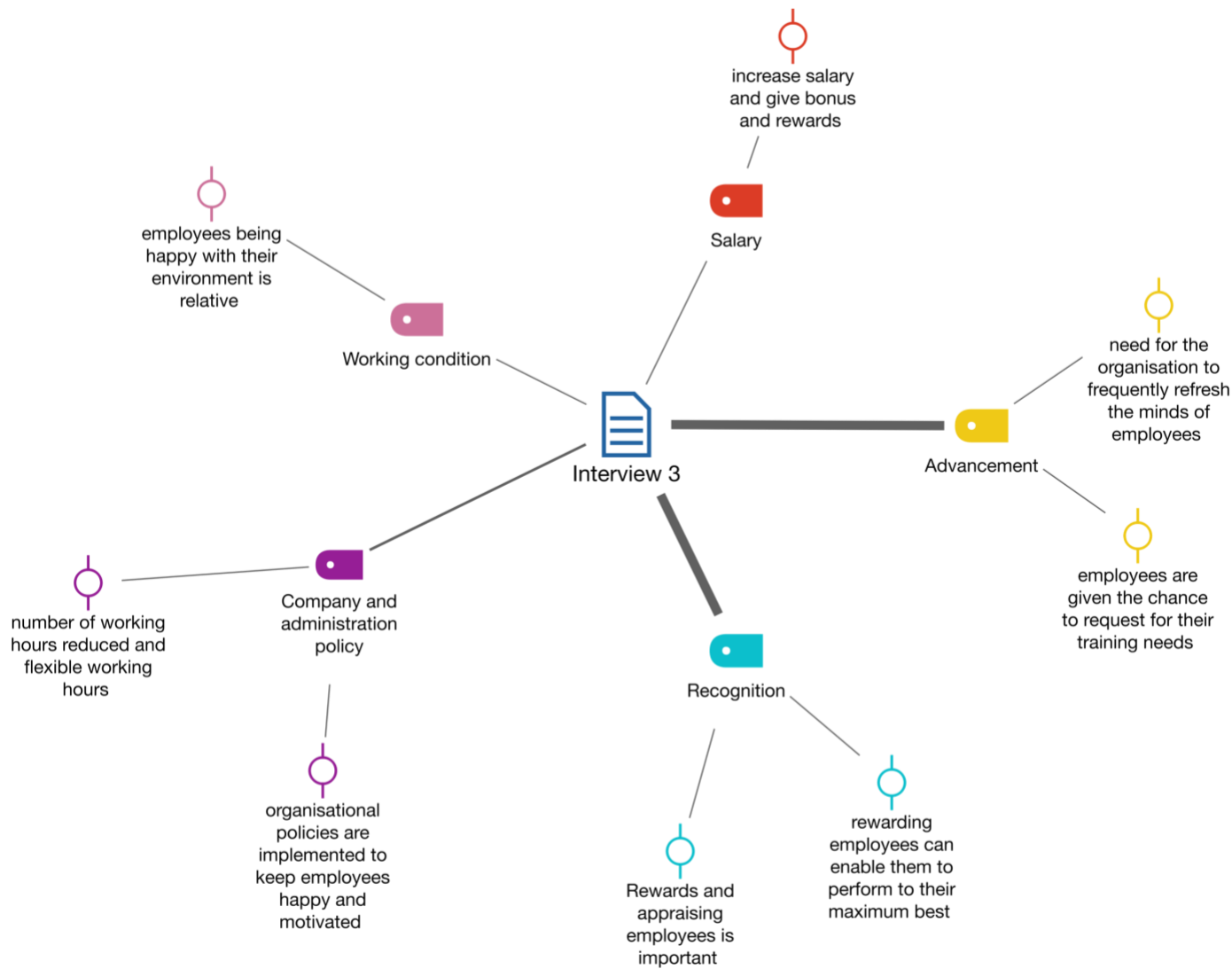


Figure 5. 3: Major contents developed from the analysis of interview 3 in relation to the codes developed

Source: Author

5.7 Analysis of the major contents developed from interview 4 in relation to the codes developed

Marketing of products is a vital aspect of every business, therefore interviewee 4 was asked “whether the performance of employees affects the marketing of the final product”. However, the response given by interviewee 4 on this item was that *“yes it does greatly. If employees are less motivated, the chances of higher defects in the final product are high because, there is a strong correlation between the quality and output of products we sell in the marketplace as well as employee motivation. Some years ago, employees were less motivated because*

management did not meet their demand for a change in working condition and services, this resulted in low quality products as well as a very low overall output which affected strongly, the quantity of products we marketed and sold in that year". The response of interviewee 1 suggests that motivation plays a major role in the organisations, hence the industry as well. This response can be related to employee responses in the survey questionnaire, that motivation enhances their performances. Some direct responses given by employees were: *"Any form of motivation boosts workers to work more under a happy atmosphere"*, *"I believe motivation empowers me to over perform and exceed productivity"*, *"A form of motivation should be given"*, *"Motivation should be high"*. These responses make it evidential that, there is the need for employees to be motivated, in order to increase performance as well as the productivity of the organisation.

Another important content which was identified as a result of the interview was about the attitude of employees. Interviewee 4 was therefore asked about the *"attitude of employees"*. The response of interviewee 4 was that *"Employee attitude is good based on my observation. This is because in my department for instance, I think employees' attitudes are good because they are motivated. Notwithstanding, humans are very complex, hence employees might be motivated today but will not be motivated tomorrow due to a new need, want or desire. Based on my experience, communicating with employees, and backing it with action frequently is a good way to find out their issues, hence keeps them motivated with a good attitude, and has worked very well with me"*. This response by interviewee 4 can suggest that communicating with employees is a vital motivation factor for bringing out the best attitude in employees. This supports employees' responses from the survey questionnaire which was linked to management-employee communication being a factor which can help them to perform to their maximum best in the organisation.

With reference to interviewee's 4 response to employees' attitude, whereby communication was identified as a vital factor in relation to motivation and employees' attitude, as well as responses of employees from the survey questionnaire on management delaying and not responding to their complaints, urged the researcher to ask interviewee 4, *"whether the complaints of employees are dealt with on time"*. Interviewee 4 responded that, *"I usually deal with employee's complaints as soon as it comes to my notice, and this is usually done through verbal communication with employees to find a solution to the complaint"*. The response of interviewee 4 suggests that the complaint or employees are being dealt with, but the fact

remains the same, since complaints usually must go through a process as opined by interviewee 1, there might be some delays as management do not follow up on departmental heads to check whether employees' complaints are being heard and resolved.

If employees in an organisation would not recommend anybody to work for their organisation, the possibilities of them saying negative things about the organisation to the outside world or customers is high. Most employees in the survey questionnaire responded that they would recommend anybody to work for the organisation, however those who were unsure and those who would not, when added was more than those who responded "yes", hence interviewee 4 was also asked for his opinion on this item. The response given by interviewee 4 was that *"I think generally employees are okay, but this response means there is a strong dissatisfaction which needs to be investigated by management. This response gives us a reason to improve, however, all other things being equal, I also think the fear of job security caused employees to give such responses because the industry is going through a real threat of collapse"*. The issue of dissatisfaction causing employees not to recommend anybody to work for the organisation was highlighted by interviewee 1, hence could be a result of low motivation. Nonetheless, interviewee 4 stated that job security could be another reason for employees not to recommend anybody to work in the organisation. It can be suggested that as job security is an extrinsic motivation (Herzberg, 1959), if employees have the fear of losing their job, they will not recommend anyone to work for the organisation, however this feeling and thought might impact on their motivation to perform to their maximum best in the organisation.

Another important content which arose from interview 4 was linked to asking, *"if employees get enough support from management to perform to their maximum best"*. The response given by interviewee 4 was that *"I think we give employees enough support in terms of working tools, knowledge, training and working environment amongst others. However, I think the financial aspect needs improvement, that is, increasing the level of employees' salaries"*. When employees were asked if they gain enough support from the organisation, the majority were unsure, as they chose "somehow", with "No" as the second highest. The response of interviewee 2 and 4 has a correlation since they both stated that it can be improved. Moreover, employees stated in the survey questionnaire that, increment of salary was a factor which can help them perform to their maximum best, hence interviewee 4's response justifies this response since it was opined that, the financial aspect of supporting employees to perform to their maximum best needs to improve.

Interviewee 4 when asked about the management style adopted by management, responded that *"I think this is a democratic environment and not an autocratic one. And to some extent it is a weakness of management which needs to be addressed, since some employees lack discipline"*. This response supports the assertion of employee respondents in the survey questionnaire as well as interviewee 1's response that management are democratic. Also, interviewee 1 stated that some department heads might use an autocratic system, however this can be related to interviewee 4's response since it was stated that, the democratic system is a weakness, hence can be suggested that some managers may adopt an autocratic system in their departments.

Recognising and rewarding employees was another content which was identified in the study. Employees in the survey questionnaire stated that being recognised and gaining rewards can motivate them to enhance their performance. Nonetheless, interviewee 3 was asked about rewards and appraisals in the organisation, and resulted that, employees' getting rewarded solely depends on them because they are aware of what needs to be done in order to be rewarded. Verbal praises also came out as a form of rewards employees expect. In view of this, interviewee 4 was asked *"if employees are recognised and rewarded for their performance"*. The response given by interviewee 4 was that *"Yes we do, but it is in various levels, and these are based on a general annual appraisal whereby employees are rewarded accordingly as well as in the departments, they are rewarded or punished not individually but as a workgroup based on their performances"*. This response can suggest that employees are rewarded accordingly, hence can be related to the fact that it solely depends on employees because they are aware of all indicators for rewards as stated by interviewee 3. Also, since appraisals is the key to getting rewarded, employees' response in the survey questionnaire can be confirmed, that there is unfairness in appraisals as interviewee 4 stated that employees are sometimes rewarded based on their workgroups hence might affect individual expectations.

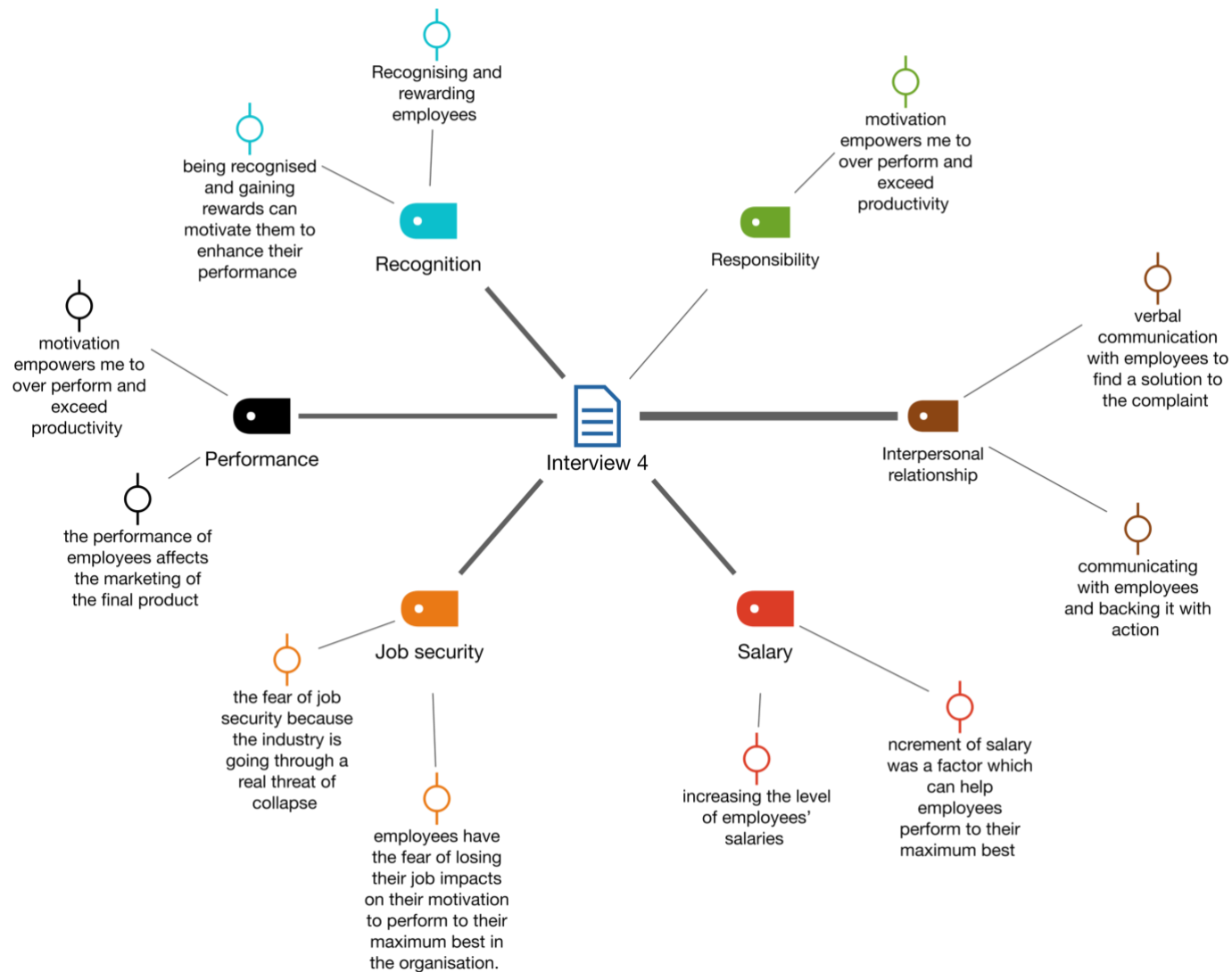


Figure 5. 4: Major contents developed from the analysis of interview 4 in relation to the codes developed

Source: Author

5.8 Analysis of the major contents developed from interview 5 in relation to the codes developed

Interviewee 5 was also asked “*if employees are happy with their working environment*”. There was a need to find out interviewee 5’s response on this item because, employees stated that, their working environment prevents them from performing to their maximum best in the organisation. Interviewee 1, 2 and 3’s response on this item was related, since it all revealed that employees are happy with their working conditions and environment, but it can be better, since every employee is different, consequently it can be relative as well as all their needs are

not met. Interviewee 4 also responded that *“Yes, I think employees are happy because management provides all resources needed for employees to work comfortably”*. This response can also suggest that employees are happy with their working environment, however as stated by the previous interview respondents, employees being happy or satisfied might be relative hence all their needs may not be fulfilled or met.

Safety and welfare of employees was another factor, employees stated in the survey questionnaire, which impacts on their performance. Some employees postulated that the organisation is much concerned about their work targets being achieved rather than their safety and welfare. Interviewee 5 was therefore asked *“if employees follow safety rules such as wearing PPEs”*. This was asked because, interviewee 2 stating that employees do not adhere to safety rules, despite the organisation was strict on safety and provides all necessary safety equipment’s. Interviewee 5’s response on this issue was that *“we provide safety equipment’s, but some employees do not wear, however we always have to be on them to get them wearing it since it helps protect them”*. This response contradicts interviewee 1’s response since it was highlighted that employees do not adhere to safety rules. Also based on the researcher’s observation, just a few employees were seen wearing PPEs whilst in the areas that demands PPEs to be worn. It can therefore be suggested that the concerns of employees on safety is a relevant issue because they stated that it impacts on their performance.

As a result of interviewee 4 asserting that employee motivation is strongly correlated to the quality of products produced, interviewee 5 was asked *“if the quality of products is affected by employees’ motivation”, so as to gain more in-depth information*. Interviewee 5 responded that, *“I think employees are highly motivated so I would not say motivation affects the quality of products but rather other structures which needs attention from management such as machines, impacts on the quality of product”*. Nonetheless, in the survey responses, some factors identified which employees stated it prevents them from performing to their best as well as improving their performances was ‘maintenance of machines and the lack of some equipment’s’. Interviewee 5’s response, despite suggested that it not motivation, it can be related to employee motivation because employees according to their responses, makes complaints to management on maintenance of machines and other structures but are not being dealt with which does not make them motivated as well. Machines, employee motivation, performance and the quality of products can therefore be classed as correlated.

Interviewee 5 was also asked about employees gaining enough training on the job as well as cross-departmental trainings. The response given by interviewee 5 was that *“we do train employees, but I think we need to do more. However, we have structured training programmes which consist of technical, business, and individual training goals. Cross-departmental trainings are only done for employees in the managerial role hence an employee will not be trained on how to use a different machine for a different process”*. This response by interviewee 5 also suggests and confirms that employees gain training opportunities but there is a gap for improvement, as opined by interviewee 1, 2 and 3, hence justifies employees’ responses in the survey questionnaire that they do not gain enough and frequent training. Nonetheless, cross-departmental training is a way in which employees can gain more knowledge therefore, the organisation must aim to adopt this training system, not just for managers but all employees, to satisfy employees on their training needs.

Management response to employees’ complaint was another content which was identified in interview 5. When asked, *“if employees’ complaints are being addressed”*, interviewee 5 responded that *“Yes, we respond to complaints, but we need to step up on that since employees claim we do not respond to their complaints”*. Interviewee 1’s response on this issue suggested that there is a procedure for employees’ complaints before they are responded to, and this has to do with departmental heads or supervisors dealing with the complaints until it is beyond their abilities, it is forwarded to a higher authority.

Based on this response by interviewee 1, interviewee 5 was further asked, *“if supervisors forward the complaints of employees to the top-level management”*. The response given by interviewee 5 was that *“Yes, we receive complaints from them, and we respond promptly but there is a possibility that, they receive more complaints than they are reporting to us”*. Interviewee 5’s response can suggest that employees’ complaints are dealt with but needs improvement, however there is uncertainty on whether supervisors forward all complaints, which demands the top management response hence, this can be related to employees’ responses in the survey questionnaire their complaints are not being dealt with as well as they are not satisfied with response from management.

Interviewee 5 was asked about employees’ attitude towards work, to gain more in-depth information on this content. Interviewee 3 stated that employees’ attitude, causes wastage hence affecting operational cost, due to the lack of training. Interviewee 2 on this item, stated that based on his observations, employees’ attitude towards work is good, nonetheless

interviewee 5 responded that, *“it is difficult to give a response to this, but I think the majority has a good attitude towards work since, some are self-motivated and willing to achieve higher goals in the organisation. However, some employees also have bad attitudes because this is a large organisation, but we can constantly work on them, so they understand what the business is about.* Interviewee 5 response can suggest that there is an uncertainty on employee’s behaviour because, some employees attitude towards work is negative. This can be related to interviewee 3’s response since both responses were associated with training or educating employees.

Employees in the survey questionnaire responses stated that the availability or the lack of appropriate tools and materials does not motivate them to performance to their maximum best. Interviewee 5 was therefore asked about the *“effectiveness of providing appropriate tools and materials to employees”*. Interviewee 5’s respond was that *“we try as much as possible to provide all tools and materials by avoiding delays but employees negative attitude on the use of tools and materials needs to be addressed as it causes shortages hence impacting on performance.* Interviewee 5’s response is an indication that, management is concerned about the provision of tools and materials though there are delays in providing them sometimes, however employees are made to understand the reasons, if there are any delays. This justifies employees’ responses in the survey questionnaire about the provision of tools and materials being delayed. Nonetheless, it can also be suggested that employees’ attitudes contribute to the frequent shortages in tools and materials, hence impacting on the organisations budget on tools and materials, making it likely to cause delays.

There was uncertainty with employee responses on whether they gain enough support from the organisation to help them perform to their maximum best. This is because when, those who responded “somehow” and “No” is added together, they are more than those who stated “yes”, hence making it significant to gain an in-depth understanding of this response. Interviewee 1 on this item stated that to a large extent, employees gain enough support whereas interviewee 4 also stated that “Yes” but thinks there is a gap when it comes to the financial aspects of employees, thus, increasing their salaries. Interviewee 5 on this item, responded that *“Yes, employees gain enough support because we protect and give employees a lively working environment, however I cannot say it is 100% but we do”*. This response is an indication that, despite the organisation gives employees the support they need to perform to their maximum best, there is still much to do since it is not 100%, hence can confirm why employees stated in

the survey questionnaire that, they do not gain enough support to perform to their maximum best.

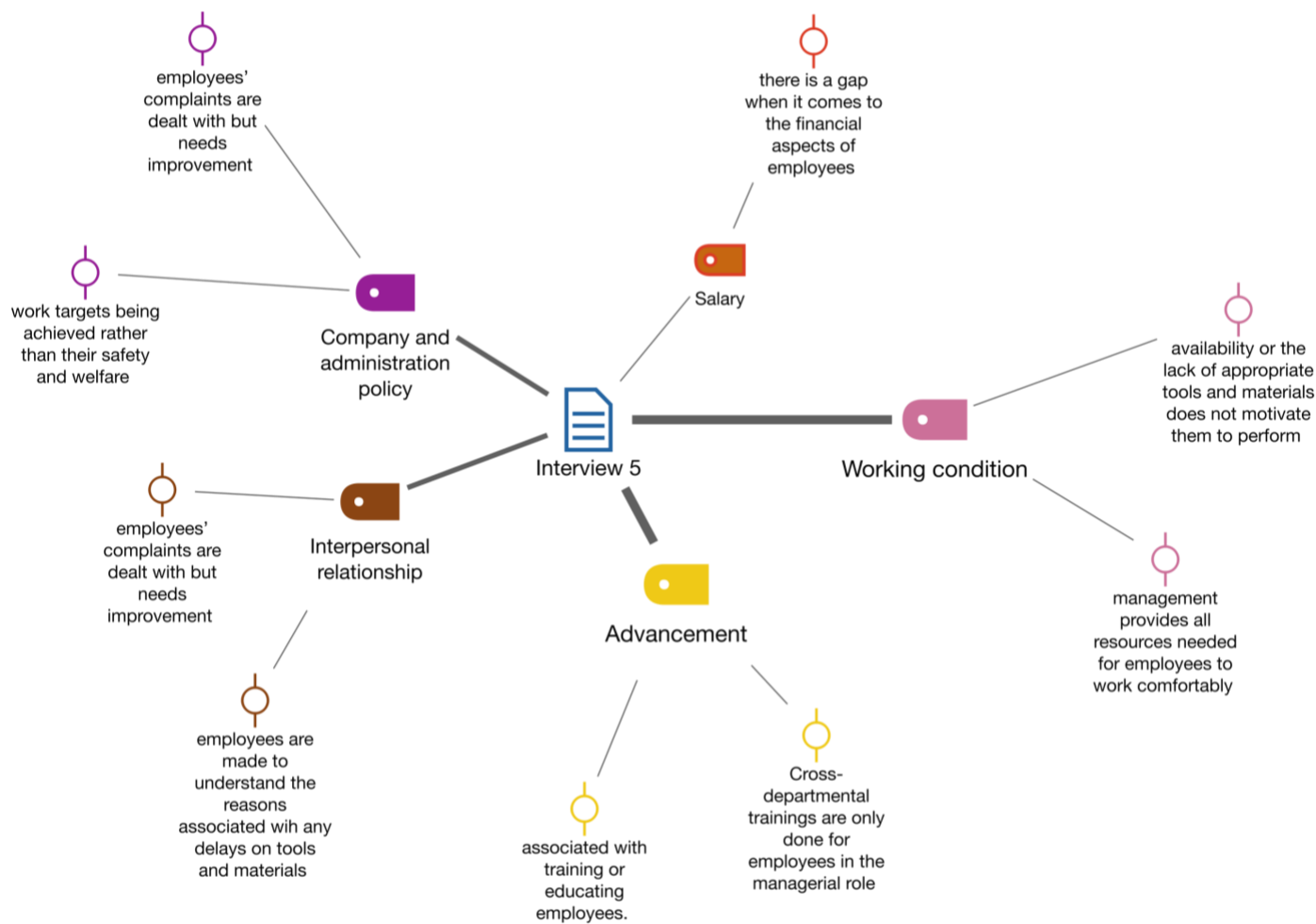


Figure 5. 5: Major contents developed from the analysis of interview 5 in relation to the codes developed

Source: Author

5.9 Analysis of the major contents developed from interview 6 in relation to the codes developed

Interviewee 6 was asked about his opinion about whether employees are happy with their working environment. The response was that *“employees being happy with their working environment is an individual assessment. This is because, an employee may appear to be happy on the outside but not on the inside, making it difficult to know if they are happy with their working environment or not, but on the whole, I will say employees are highly motivated and happy with their environment to a certain level”*. This response resulted from interviewee 6

being asked about his opinion on *“whether employees are happy with their working environment”*. This response suggests that management is uncertain if employees are happy with their working environment. Interview responses gained on this item confirmed that employees are happy, but it is relative hence, justifies why some employees stated that their working conditions and environment needs improvement in order to motivate them to perform to their maximum best.

Training is another significant aspect of motivation hence in the survey questionnaire response, major contents were identified and some were *“the company should try to organise workshops and trainings in order to improve our performances”*, *“Continuous training and opportunities in the organisation”*, *“we should be given the opportunity to further our education and also offered more and frequent training”*, *“by upgrading the length of time of on the job trainings”* among others. Previous interviews indicated that employees are given training opportunities, but the organisations need to do more. Moreover, interviewee 6 was asked *“of employees gain adequate and frequent training”*. The response gained was that, *“job related-wise, they do, because internally, we have job-related trainings but externally such as individual study leaves, I do not think employees gain that”*. This response supports the previous responses from the other interviewees that, employees are given training opportunities, but it is not adequate and frequent enough to satisfy or meet employees training needs. Interviewee 6 also responded that some managers are swapped and trained to manage other departments, but this is not done with the junior level employees. This response justifies interviewee 5’s assertion that training employees in other roles to help them gain more knowledge, is only done with managers and not with the lower-level employees, hence a reason for employees to state that all their training needs are not being met.

Response to the complaint of employees was a significant concern for employees since it prevented them from performing to their maximum best. Interviewee 6 was therefore asked, *“how often and early do you respond to the complaints of employees”*. Interviewee 6 responded that *“it depends on the type of complaints, but if it needs to be dealt with urgency, we do, and if it needs a response from the very highest authority, it is left to go through the necessary procedures, hence there might be delays”*. Employees stated in the survey response that they are not always satisfied with the response from management as well as management takes time in responding to their complaints. The researcher, in order to gain an in-depth information on this asked interviewee and concludes that there is a gap in management response to employee

complaints. Nonetheless, it can be justified that interviewee's 6 response asserts that the organisation has a policy or procedure which is followed hence there might be delays in employees gaining response to some complaints, thus, a reason for employees to state that their complaints are not being dealt with to their satisfaction and expectations.

When interviewee 6 was asked *"if enough support is given to employees to perform to their maximum best"*, he responded that *"yes, I think I do, if it is in my means"*. Such a response can suggest that if employees require any support to perform well, the organisation only provides that support if they can, therefore employees do not gain all the necessary support they require in order to perform to their maximum best. However, this can explain why interviewees 2, 4 and 5 stated that despite, employees gain enough support from management, they need to improve as it is not 100%. It also justifies why employees stated that they somehow gain enough support from the organisation, since management only does what is in their means.

Findings from the survey questionnaire in this study, such as *"Management are only interested in production, not considering the welfare and safety of the workforce"*, *"Their focus is mainly on target"*, *"Our welfare issues must be attended to and not only production related issues"*, *"A sound minded worker contributes to high productivity"*, cannot be overlooked. This response from employees suggests that the organisation is more focused on achieving their working goals rather than the safety and welfare of employees. Interviewee 2 on this item, acknowledged that management is very much concerned about employee's safety and welfare not just targets, but employees rather, do not follow or adhere to safety rules and procedures. To gain more insight on this issue, interviewee 6 was asked *"if management is much focused on achieving work targets rather than employees' safety and welfare"*.

Interviewee 6 responded that, *"Definitely management are concerned about targets because company and corporate goals needs to be achieved. Also, the safety and welfare of employees is definitely a concern for management, but there are limits management can deliver, so to a certain extent yes and to an extent no because employees always need more"*. Clearly, this response suggests the reason for employees' assertion that management is much concerned with targets rather than their safety and welfare because interviewee 6 highlighted that there is a limit as to which management can go in employees' safety and welfare but did not mention that there is a limit on focusing mainly on targets. Nonetheless, interviewee 6 also affirmed that, employees never get satisfied because they always want more, hence if their expectations

are not met, they feel their safety and welfare concerns are being ignored, thus justifies employees' responses on targets and their safety and welfare in the survey questionnaire.

Another major content identified was related to employees' response in the survey questionnaire on what can enhance their performance. Some of the responses were, *"to be motivated by rewards which this organisation lacks"*, *"To increase salary and give bonus and rewards"*, *"Verbal praise and Rewards"*, *"If I am being appraised well or rewarded well by my supervisor at the end of the year"*, *"There should be fairness in appraisals"*. Interviewee 3 and 4's responses relating to employees' rewards, appraisals and recognition concluded that management rewards employees accordingly, but employees are aware of what can earn them a reward or praise hence it solely depends on the individual employee. Interviewee 6 was therefore asked *"if employees are recognised, rewarded and praised"*.

However, the response of interviewee 6 was that *"yes employees are recognised and rewarded through annual, half, and quarterly appraisals with allowances, bonuses, and the respective rewards that goes with it. Verbal statements are also used to praise employees whenever or wherever they perform well, as well as there is an incentive scheme for good performance every month"*. This response by interviewee 6 supports the response of interviewee 3 and 4 since they all affirm that employees are recognised, rewarded, and praised accordingly but it solely depends on their performance.

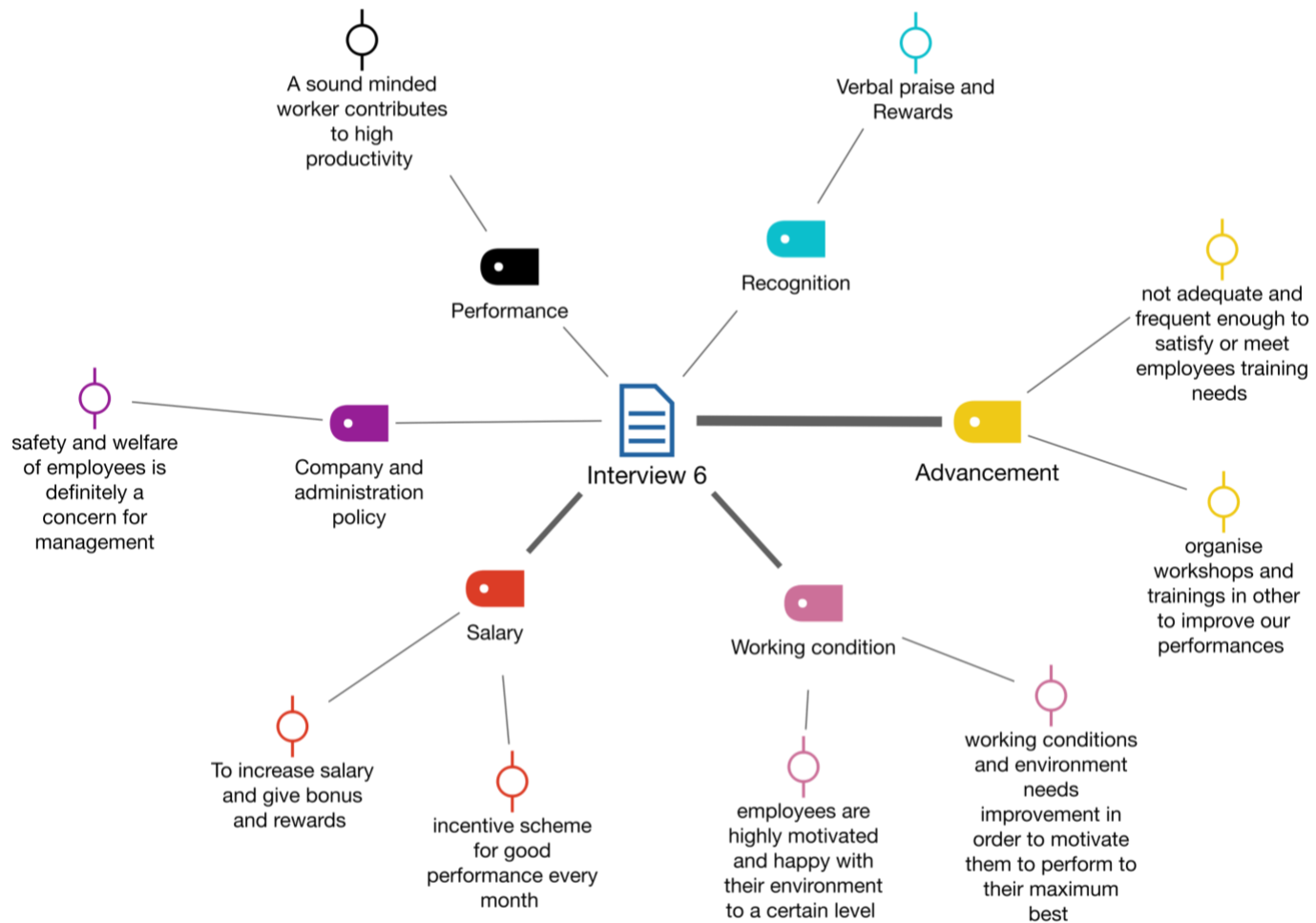


Figure 5. 6: Major contents developed from the analysis of interview 6 in relation to the codes developed

Source: Author

5.10 Analysis of the major contents developed from interview 7 in relation to the codes developed

Following interviewee 5's response on safety, it was identified that safety equipment's are provided for employees, but management has to be on them to adhere to the rules. In gaining an in-depth information on this, interviewee 7 was asked about *"the effectiveness of the safety policy enforced in the organisation"*. The response given by interviewee 7 postulated that, *"Yeah, our safety policy runs from the top management to line managers and to low-level employees, hence it covers everybody. We enforce them by educating employees regularly, despite there are sometimes shortages in safety materials due to delays and is a gap for the organisation. However, the safety policy of the organisation is a collective responsibility of*

everybody hence employees have to play individual roles in ensuring their safety". This response by interviewee 7 can suggest the company is concerned about the safety of employees but it is still up to employees to adhere to the safety policies in order to ensure their individual safety in the organisations. It was also identified that there are usually delays in purchasing safety equipment's and is an issue the organisation faces, hence could be a reason for employees to feel that management is not concerned about their safety.

To gain more in-depth understanding on why employees, stated that, the working environment and condition prevents them from performing to their best as well as will enhance their performance if in good condition. Interviewee 7 was therefore asked *"if employees are happy with their working environment"*. The responses from the other interviewees, 1, 2, 3, 5 and 6, all suggest that the employees are happy with their working environment and condition, but it can be better as well as it is relative since every individual has their own needs and wants. Interviewee 7's response on this item was that, *"Yes, I think employees are satisfied with their environment, but we cannot satisfy everybody, since some people will still complain. Some improvements made in the organisation such as provision of safety data sheets, designed blocks for fresh air, elimination of unused machines, provision of comfortable chairs among others, makes it evidential that employees are happy with their environment"*. This response by interviewee 7 clearly suggests that management is aware that employees are satisfied and happy, but it is relative since some employees might still want more in other to make them satisfied with their working environment.

Nonetheless, interviewee 7 stated that, designed blocks have been made for fresh air to come into the factory but based on the researcher's observation and some informal conversation with some employees, it was identified that the level of hotness in the factories makes employees uncomfortable, hence making them tired, not motivated and impacting on their performance. Despite interviewee 7 also highlighted that, employees are given discomfort allowances, this does not change the condition of the working environment hence can be a reason as to why employees responded in the survey questionnaire that their working environment needs improvement.

Interviewee 7 also stated that *"the organisation has in place a system which do not allow complaints to come directly to top managers. Employees therefore makes complaints to their line managers or supervisors, who are required to deal with it but if it is beyond them, they have to make a report within the next 24 hours. The report has to be submitted to the director*

of the department, who deals with the complaint if necessary or forwards it to HR who then deals with the complaint or further forwards it to the very top level". This response resulted from interviewee 7 being asked if employees complaints get to management and the length of time it takes for the complaints to be responded. The response also suggests that, due to the procedure some complaints must go through, there may be some delays which may cause employees complaints not gain responses to them or get a delayed response.

Employees in the survey questionnaire responses affirmed that the *"availability of materials", "the provision of work materials", "Providing safe working tools and materials", "by having the necessary working tools and materials", "availability of parts and materials"* are factors which will help enhance their performance. This is an implication that they do not gain these in the organisation hence further justification from interviewee 7 when asked *"if the organisation provides adequate materials for employees to work"*, affirmed that, *"we do but we sometimes have shortages due to delays from our suppliers. However, employees are always made aware through meetings, why there are shortages in materials to ensure transparency between management and employees"*. This response contradicts with interviewee 2's response since it was stated that this situation was no more but clearly evidential, based on interviewee 7's response that, there are sometimes shortages which causes the non-availability of tools and materials for work. This, therefore, justifies the responses of employees in the survey questionnaire on what prevents them from performing to their best as well as what will enhance their performance.

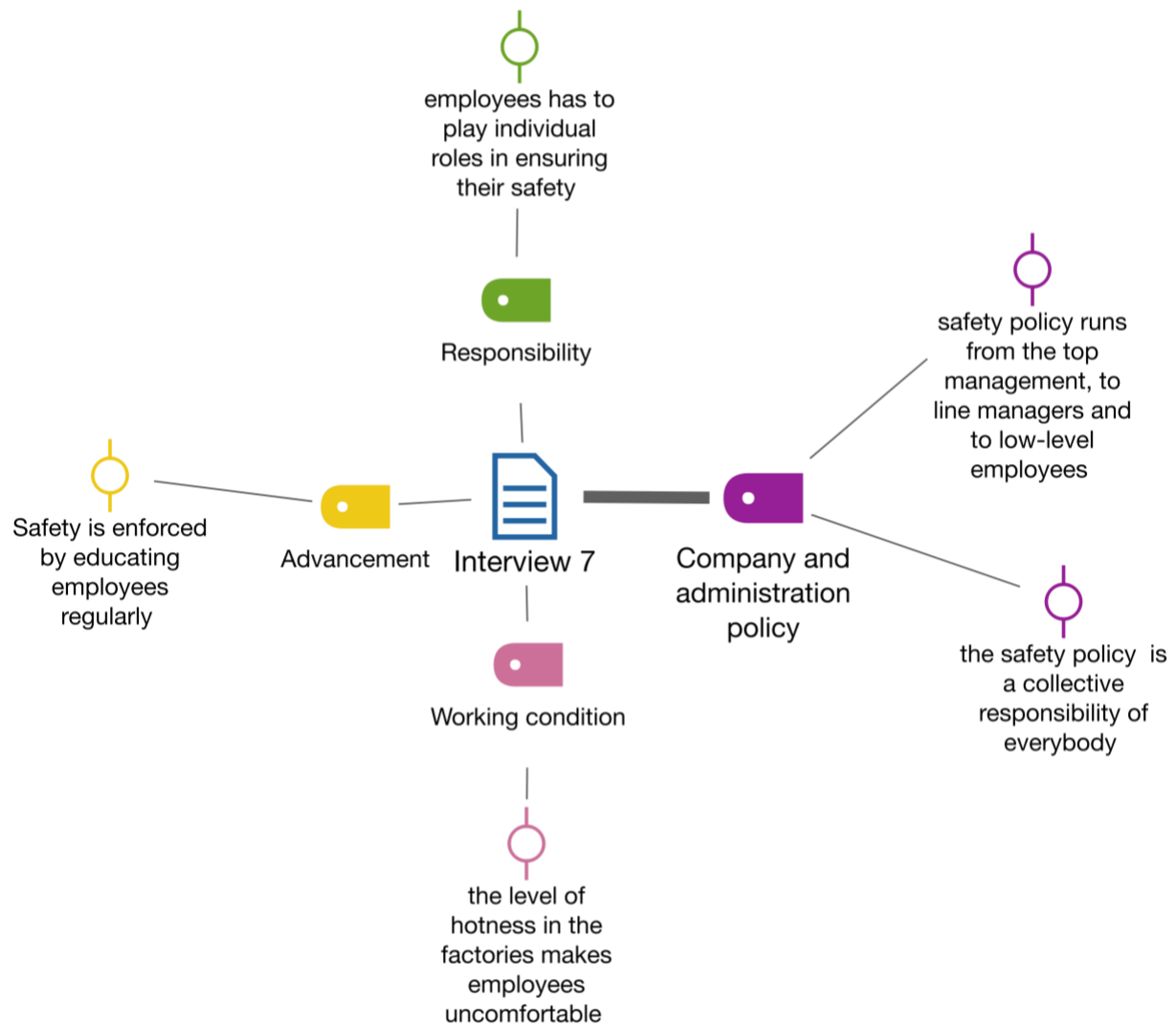


Figure 5. 7: Major contents developed from the analysis of interview 7 in relation to the codes developed

Source: Author

5.11 Summary

This chapter discussed and presented how the interviews were conducted and highlighted on the techniques used to analyse the qualitative data. Emphasis was placed on major contents which were developed from the interviews in relation to the codes developed. The next chapter focuses on presenting a discussion of the findings of the current research, thus focusing on the quantitative results, whilst using the qualitative analysis to support the findings of the quantitative analysis, where necessary. The next chapter focusses on discussing the findings of the study.

Chapter 6: CHAPTER 6: DISCUSSION OF FINDINGS

6.1 Introduction

The focus of this chapter is to outline findings in the form of a critical discussion to derive the feasibility and reliability of the framed hypothesis from this research. The hypothesis of the present study aims at proving a positive impact of employee motivation on operational performance whereas another hypothesis of the study aims at deriving the positive impact of intrinsic and extrinsic motivation on operational performance of employees. However, the findings of these hypothesis are being discussed below.

6.2 Correlation analysis

With regards to the data analysis, a Pearson correlation test analysis was used to identify the relationship between the variables. It was identified that the correlation between the employee motivation mean, and employees' operational performance was moderate. This is an indication that motivation helps to improve the operational performance of employees by providing them with various advantages. Intrinsic motivation motivates the employees to develop their interest in the job and task assigned to them while extrinsic motivation provides various rewards and benefits to the employee's such as incentives, appraisal, promotion, amongst others. Nonetheless, since the correlation between employee motivation and employees' operational performance was moderate it is an indication that motivation influences the employees to participate in the organizational activities and motivates them to give their best in the organization to accomplish the goal and objectives.

According to the given facts and figures the correlation between the intrinsic motivation and the operational performance of employees was 0.19 which represented a low correlation. It indicated that the impact of intrinsic motivation on employees operational functioning in the company is very low. The intrinsic motivation does not affect the performance of the company because of the various reason (Hanaysha, 2016). Sometimes, the company does not provide as much freedom to their employees. This is because employees expect the company to consider their individual decisions, thus participate in the decision-making process. This was also evident from some responses of employees from the qualitative findings (for example: in the survey, employees stated these factors impacts on their motivation as well as performance, that

is, “management do not listen to the opinions of the employees”, “Suggestions and contribution should be taken serious”, “involvement of subordinates in decision making at times). It is therefore evident that, not involving employees in making decisions (taking responsibility) reduces the moral of employees in the organisation and affects the operational performance of employees due to the less participation of employees.

It is also discussed with regards to the data analysis that the correlation between the extrinsic motivation and employees’ operational performance is low. In comparison to the relationship between intrinsic motivation and employees’ operational performance, it can be discussed that extrinsic motivation impacts more on employees’ operational performance in the textile manufacturing industry in Ghana.

Extrinsic motivation such as rewards, incentives, appraisal, and promotion motivate the employees to contribute to organisations operational performance. However, the reward provided by the companies, according to employees is very low in terms of salaries as well as employees desired level of promotion. In the qualitative findings, employees made some comments with regards to reward and salaries, thus justifies the impact it has on motivation and operational performance. Some comments made by the respondents were: “*I think the financial aspect needs improvement, that is*”, “*increasing the level of employees’ salaries*”, “*raise salary to standard*”, “*Inadequate salary*”, “*increase salary and give bonus and rewards*”. This accounts to the evidence of a low correlation between the extrinsic motivation and employees’ operational performance which resulted as 0.23 in the correlation analysis. The low correlation is also because employees feel unvalued in organization. Employees feel that their performance and work are not valued by the top management so, they refuse to take responsibility, which results in reducing the productivity and profitability of company.

6.3 Question 1: How does employee motivation influence employees’ operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

The first objective of this research was to assess the impact of employee motivation on employees’ operational performance in the large-scale indigenous textile manufacturing industry in Ghana. To address this objective, the research question needed to be answered, and this was achieved by testing the hypothesis developed for the study and supporting it with some

qualitative findings. Thus, Hypothesis 1, 1a, 1b and 1c which answers question 1, were all tested by a correlation and a regression analysis which each are discussed below:

H1: Employee motivation and employees' operational performance

The results for the correlation analysis in respect to employee motivation and employees' operational performance showed a positive moderate and significant correlation ($r = .429$, $P < .01$). This result was justified by the regression analysis which also depicted that employee motivation had a significant positive influence on employees' operational performance ($\beta = .530$, $P < .000$). However, these findings support the hypothesis that employee motivation has a significant positive influence on employees' operational performance. According to the qualitative analysis, factors such as training was postulated to be a vital motivating factor which has an impact on the performance of employees. Some statements made by interviewees were *"training is given to employees who requires it, and needed for their job roles"*, *"employees are given the opportunity to request for their own training if they identify a training need suitable for their job area"*. The interviewees justified that training and development was an important factor, in which the organisation focuses on but due, to budgeting issues, all employees training needs are not provided annually.

Theoretically, since training is a motivating factor, and employees asserted that it affects their performance because, they do not gain all their training needs, it justifies the results that employee motivation has an impact on employees' operational performance. Other factors such as salary, working environment, safety policies and recognition was also identified in the qualitative findings, as factors which impacts on employees' performance. Some statements made by employees on these factors were, *"my salary inadequacy prevents me from giving my maximum best"*, *"better working environment and better conditions can contribute to improving my performance"*, *"management are only focused on production, rather than the welfare and safety of the workforce"*, *"The organisation does not recognise our hard work and the salary is not good"*. Nonetheless, this is consistent with Ahmed and Schroeder (2002) study which confirmed that there is a positive and significant relationship between factors such as recruitment and selection, incentive and reward, extensive training, and operational performance.

The results and findings of hypothesis 1 answers the research question because it contributes to the studies of (Dessler 2003; Lopez et al. 2005; Boohene and Asuinura 2011) which

concluded that training and development, interpersonal relation, communication, responsibility, rewards, and reimbursement significantly has an impact on operational performance. This is an implication that the large-scale textile manufacturing industry should focus on motivating employees through motivating factors such as training and development, increased salary, working environment, safety policies and recognition, the provision or increase in these factors will increase the operational performance of employees as well as the organisation.

H1a: Employee motivation and employees' operational quality performance.

A correlation analysis was conducted in other, to determine the relationship between employee motivation and the quality operational performance of employees and was identified that there was a positive and significant relationship between these variables at a P-Value = .000 < .05. and a correlation coefficient of .435. This was further justified by a linear regression analysis which also concluded that ($\beta = 1.381$, $P < .000$) employee motivation has a positive and significant impact on employees' quality operational performance, hence supporting the hypothesis and answering research question 1.

With reference to the qualitative analysis, employees justified that the working environment prevents them from performing to their maximum best. Also, it was concluded by employees that, a good working environment can enable their performance to increase. Some direct declarations made by employees on this item was that *"the company must improve on high quality of materials and infrastructures"*, *"the working conditions and physical working surroundings prevents us from performing to our maximum best"*. This was justified by interviewees that, there was a gap in relation to the working condition of employees despite the organization provides a good working condition. Some direct assertions made by interviewees on this item was that *"there is a good working condition for employees, but it can be better"*, *"employees are highly motivated and happy with their working environment to a certain level"* Nonetheless, employees also concluded that they do not get enough support from the organization to help them perform to their best. This was on the basis that the needed tools and materials were not fully provided, process changing, lack of machine maintenance. Some examples of the support need and stated by employees are, *"Changing of processes and employee development based on their respective career"*, *"frequent maintenance of machines"*, *"availability of materials"*. Since, these factors highlighted by employees impacts

on their maximum best performance, the provision of employees' quality operational performance is influenced.

These findings above are supported by (Ismail et al. 2010; Ajala 2012), whose study postulated that the working environment impacts on how employees' function, hence a good working environment influences productivity as well as increasing the quality of employees' operational performance in the organisation. It was also identified from the qualitative data that; the human resource director perceives that, it is through training that employees feel motivated to work, thus, an effect on their performance at workplace. It can therefore be discussed that, the support provided by the company enables employees to feel motivated and helps them in focusing on their performance, which leads to improvement in the quality of work.

With reference to employees' responses, management is much more concerned about achievement of work targets rather than safety as well as welfare of employees, which has a significant influence on the quality of performance by employees. Employees also stated that management does not focus on their safety as well as security needs, hence leads to a high level of dissatisfaction and demotivation which further have effect on the quality of their performance at workplace.

These findings are an indication that, for the large-scale textile manufacturing industries in Ghana to enhance or impact on employees' quality operational performance, motivation factors such as the working environment, training and development, employees' safety and welfare must be provided to meet the needs of employees.

H1b: Employee Motivation has a positive impact on employees' operational flexibility performance

The correlation between employee motivation and operational flexibility performance is further discussed to answer research question 1. After analysing the information gathered through the interview process, it was found that there is positive relationship between employee motivation and employees' operational flexibility performance. This was also evident from the quantitative analysis which concluded that, an increase in one variable will cause an increase in the other and vice versa, hence evident of a parallel relationship. The facts presented showed that the correlation between employee motivation and employees' operational flexibility performance

is 0.361 which indicates a low correlation between the variables and with a significant value of P value = .000.

Both intrinsic and extrinsic motivational factors influence employees to enhance their operational flexibility performance at the workplace. This fact is justified by the data collected during the qualitative analysis. By analyzing the responses provided by the different departmental heads, it was found that a few managers stated that all employees in their respective functional unit are highly satisfied with their environment in the various department (Choi et.al., 2018; Fernandez and Kim, 2018).

This assertion was made by the managers because they believe, employees in their department are performing well as they are highly satisfied with the working environment. In addition to this, it was identified that, special policies and procedures have been implemented for supporting and motivating employees to improve their operational flexibility performance at workplace. Nonetheless, it was also identified that, the textile organizations provide various motivation factors such as free transport, free medical care, annual appraisals. These factors provided to employees, have an impact on their operational flexibility performance, thus enhances employees' response to their daily tasks and duties. For instance, free transport for employees to and back from work prevents lateness (Bowers, 2001), hence impacting on their daily schedules at work since they can respond to every task and meet timelines, whilst taking up other duties.

With reference to these facts and figures, it is evident that, employee motivation has a positive impact on the operational flexibility performance of employees, hence contributes to answering the research question 1 which seeks to find out whether employee motivation influences the operational performance of employees.

H1c: Employee Motivation has positive impact on employees' operational delivery performance

The results of the quantitative analysis showed a low positive correlation between employee motivation and employees' operational delivery performance with a coefficient representing .259 and a P-value = .000. This was further justified with a regression analysis which concluded that, for any additional increase in employee motivation, employees' operational delivery performance is predicted to increase at an average of .747. These results supported the

assumption that employee motivation has a positive impact on employees' operational flexibility performance. Despite, there was a low correlation, a change in employee motivation will affect employees' operational delivery performance and vice versa.

However, with reference to the qualitative analysis, it was identified that employees' operational delivery performance was impacted due to some factors. The major factor influencing employees' delivery performance is the availability of the necessary tools and materials to ensure a smooth operation. Some direct assertions made by employees in relation to this item were, "*Frequent maintenance of machines, availability of materials, the provision of work materials, providing safe working tools and materials, by having the necessary working tools and materials, availability of parts and materials, provision of the right materials, needed materials and tools for the job should be provided, providing the appropriate materials*". Interviewee 2 justified this by asserting that, the global shortage of resources is the main cause of the non-availability of materials for employees, which then affects employees getting the required materials on time in order to meet their targets; hence causing employees to feel demotivated. More so, the transition of the procurement manager in one of the organizations', was a temporal factor which also affected employees' access to the materials needed for production, hence impacting on employees' operational delivery performance. The findings of Bockerman and Ilmakunnas (2006) supports these findings as it was identified in their research that the provision of inadequate materials for work causes employees to be dissatisfied hence affecting their operational delivery performance, thus they cannot meet their targets at work.

Training was another factor which was identified to impact on employees' operational delivery performance. This is because employees stated that they do not gain enough training. For example, some employees' stated that, "*lack of professional training skills*", "*by upgrading the length of time of on-the-job trainings*", "*the company should try to organise workshops and trainings in order to improve our performances*", "*continuous training and opportunities in the organisation*". The lack or low level of training means employees' operational delivery performance will be impacted. For instance, if employees are not frequently trained to keep them refreshed and updated on any change in the work process, hence will affect them in meeting their targets which impacts on their operational delivery performance as well as the organisation.

According to the findings of the interviews, it was identified that due to financial limitations, management does not meet the full training needs of employees. It can therefore be argued that management can be hesitant in meeting employees' training needs due to the financial burden it puts on the organisation. This finding therefore supports Cheramie et al. (2007) who discusses that management are sometimes hesitant to invest in employees due to various reasons, such as the expenses involved as well as the financial burden the organisation will face when employees are highly trained; and therefore, starts to demand higher salaries. The findings for hypothesis 1c support the findings of (Swart et. al 2005; Sultana et.al. 2012) whose studies concluded that motivation has an impact on how employees perform since statistically, there was a positive correlation between these variables.

It is therefore evident that employee motivation impacts on employee's operational delivery performance hence these findings contribute to answering the research question 1 which seeks to find out whether employee motivation has an impact on operational performance.

6.4 Question 2: Does intrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

The second research question seeks to answer the second objective which seeks to examine the influence of intrinsic motivation on employee's operational performance in the large-scale indigenous textile manufacturing industry in Ghana. However, in answering this research question, hypothesis 2, 2a, 2b and 2c was tested in order to determine whether there is a positive influence as well as a significant relationship, using correlation and a regression analysis, which are discussed below:

H₂: Intrinsic motivation has a positive impact on employees' operational performance.

The correlation tests ran for this hypothesis showed that there is a relationship between the dependant and independent variables, thus, employees' operational performance and intrinsic motivation respectively. The correlation coefficient was .198 with a P-Value = .005 < 0.05, and this represented a very low correlation and proved to be significant as well. This positive result indicated that an increase in intrinsic motivation, will cause an increase in employees' operational performance and vice versa. However, the results of the regression showed further

evidence that, for any additional increase in intrinsic motivation, employees' operational performance is expected to increase by an average of .180 and significant at a P value of .005.

This result supported the hypothesis that intrinsic motivation has a positive impact on employees' operational performance. Nonetheless, this supports the study of Senanayake and Gamage (2017) whose study discussed that, intrinsic motivation impacts on employees' performance operationally and impacts on the organisational performance. It can also be discussed from the qualitative analysis to support the above justification that, a change in intrinsic motivation will have a significant impact on the motivational level of employees, hence affecting their operational performance. This is factual because, it was gathered from the qualitative data that, salaries or wages provided to employees are not adequate but what impacts on employees' operational performance as stated by employees is the lack of adequate training as well as employees not getting enough support from the management and the organisation. Training and development of employees is an intrinsic motivation (Dysvik and Kuvaas 2010), hence evident that intrinsic motivation impacts on employees' operational performance.

Intrinsic motivation is what satisfies employees naturally from the inside, hence, employees not being satisfied with gaining enough support from the management and the organisation, can support the hypothesis that intrinsic motivation impacts on employees' operational performance. For instance, employees were asked how long their complaints take to be responded. Some responses from employees were, "*after a month*" and "*within a week*". The responses gained showed that, management takes long in responding to employees' complaint and sometimes does not respond. Nonetheless, this affects employees' performance operationally as their needs are not being met, hence makes them less motivated. This can be supported by the studies of (Tampubolon, 2016) whose research implicated that the relationship between employees, management, and the organisation impact on how motivated they are.

This is important because, employees can voice out their complaints freely in order to keep them motivated and committed but a situation whereby these complaints are not solved or responded to, the relationship between employees, management and the organisation will be affected therefore making them less motivated and impacting on their operational performance. This can also be justified from the interviews, as it was identified that employees' intrinsic

motivation was influenced by employees' personal feelings and perception about the relationship between them and management of the organisation.

These findings make it evident that intrinsic motivation has a link with employees' operational performance in the Ghanaian large-scale textile industry, hence an implication that management must focus on making employees feel motivated intrinsically, in other to maximize their commitment to function very well operationally. Factors such as recognising employees, making them feel responsible, achievement and giving them the opportunities to advance (Gamage 2017) in their role and career can keep them motivated to enhance their operational performance.

H_{2a}: Intrinsic motivation has a positive impact on employees' quality operational performance.

Further evidence in answering research question 2 can be discussed from the results of hypothesis 2a and supported with the qualitative results. With regards to the results of hypothesis 2a, a correlation and a linear regression analysis was conducted, with the results of the correlation showing a correlation coefficient of .201 at a significant value of .005. The results of the correlation showed that there was a low correlation between intrinsic motivation and the operational quality performance of employees. Nonetheless, a linear regression test was conducted to identify the influence of intrinsic motivation on employees' quality operational performance. The results showed a 4.1% variation in the regression model and for any additional increase in intrinsic motivation, employees' quality operational performance is predicted to increase at an average of .255. The above results for the quantitative analysis, supports the hypothesis that, intrinsic motivation has a positive impact on employees' quality operational performance.

The results of the tests conducted justifies that, when intrinsic motivation is affected thus increased or decreased, the quality performance of employees is also affected and vice versa. The above findings can be supported by the studies of Gerhart and Fang (2015) which discusses that intrinsic motivation impacts on employees' quality of performing operationally.

Nonetheless, with regards to the qualitative data, it was identified in the observations and informal conversation with employees, that employees enjoy free health care from the onsite clinic which has a medical doctor and opened to their nuclear family. This is evident that

employees' health needs are a priority of the organisation. This evident can support the results of the hypothesis because employees feel motivated intrinsically and they stated that *"it gives them a peace of mind when any of their family is not well because they know there is free and quality healthcare"*. Employees having a stress-free mind in relation to health benefits means, the probabilities of delivering an error-free production process will be high, and vice versa, hence impacting on their quality (Pereira et al., 2015).

Also, it was identified in the qualitative data that employees are appraised annually and sometimes quarterly. This is an essential factor in intrinsic motivation, as recognising employees for their contribution to the growth of the organisation, makes them feel as part of the organisation. Despite, the interviews showed that this was done frequently, employees stated that *"There should be fairness in appraisals"*, and also *"Verbal praise and Rewards motivates them to perform to their maximum best"*. This finding also justifies the results of the hypothesis that, there is a relationship between intrinsic motivation and the quality operational performance of employees since, it is evident that when employees are satisfied with being recognised through rewards, or verbal praises, they get the zeal to perform to their maximum best, hence delivering an error-free production process (Wei and Yazdanifard, 2014)

Training is another essential factor of intrinsic motivation since employees want the opportunity to advance in their role, career or in the organisation. However, according to employees, *"they do not gain enough training"*, *"they lack professional training skills"*, hence impacting on their performance. It was also identified in the interview that the lack of training causes employees to cause wastage during production. Thus, the interviewee stated that *"There is the need for the organisation to frequently refresh the minds of employees on wastage"*. This justifies and supports the hypothesis on intrinsic motivation and employees' quality operational performance because the cause of wastage means that, employees do not deliver an error-free production process hence there is an impact on quality due to the low-level of intrinsic motivation factor, that is training.

With regards to the above discussion, it can be concluded that there is a link between intrinsic motivation and employees' quality operational performance, however in the Ghanaian large-scale textile manufacturing industry, achievement, recognition, and advancement are the intrinsic motivation factors that impacts on employees' quality operational performance.

H_{2c}: Intrinsic motivation has a positive impact on employees' operational flexibility performance.

With regards to the data results interpreted, there was a very low correlation between intrinsic motivation and employees' operational flexibility performance. The evidence of the results showed the correlation coefficient .177. This result meant that despite there is a very low correlation, an increase in intrinsic motivation will cause an increase on employees' operational flexibility performance and vice versa. However, this result was not significant because the P-value was greater than .05. The null hypothesis was therefore rejected, and no further tests was run.

It can be concluded that, there is no significant relationship between intrinsic motivation and employees' operational flexibility performance in the Ghanaian largescale textile manufacturing industry.

H_{2d}: Intrinsic motivation has a positive impact on employees' operational delivery performance.

The outcome of the correlation analysis test run to determine the relationship between intrinsic motivation and the delivery performance of employees in terms of operations showed a low correlation with a coefficient of .008 and a significant P-Value of .917. This result can be interpreted that despite the very low relationship between intrinsic motivation and employees' operational delivery performance, it is not significant. This is an implication that the null hypothesis was rejected, as well as no further tests was conducted due to the statistical insignificance of the relationship between intrinsic motivation and employees' operational delivery performance.

6.5 Question 3: Does extrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

To answer research question 3, there was the need to test hypothesis 3, 3a, 3b and 3c. A Pearson correlation test and a linear regression test was used in testing whether there is a relationship between the independent and dependent variables. Research question 3 seeks to determine the

impact extrinsic motivation has on employees' operational performance in the large-scale textile manufacturing industry in Ghana. The results for the various hypothesis are discussed below:

H₃: Extrinsic motivation has a positive impact on employees' operational performance

A correlation analysis test was conducted to determine whether there is a positive relationship between extrinsic motivation and employees' operational performance. The results showed a correlation coefficient was represented by .230 and a significant value of .001. This result showed that, there was a low but positive and significant relationship between extrinsic motivation and employees' operational performance; hence an increase in either of the variable will cause an increase in the other and vice versa. This was further justified with a linear regression which showed an unstandardized coefficient of .200 and at a significant value of .001. These results were a justification that for any increase in extrinsic motivation, employees' operational performance will increase at an average of .200.

The results of the test conducted, supports the hypothesis that extrinsic motivation has a positive impact on employees' operational performance. This result supports the study of Nickerson (2013) whose studies identified a link between extrinsic motivation and the performance of employees. These results are also justified by the qualitative data analysis as it was identified in the interviews that, the working environment, communication with management as well as monetary benefits in the case of working overtime impacts on employees' performance. Thus, in the survey, employees were asked ***“what do you think can be done to enable you to improve your performance on the job?”***. Some responses received *“salary increment”, “raise salary to standard”, “the condition of facilities”, “working in a clean and hygienic environment”, “Better working environment and better conditions of service”, and “safe working surroundings”*. However, employees in the survey stated that they are not happy with their working environment due to factors like warm workstations, lack of tools and materials, among others which, impacts on their operational performance. This can also be justified with regards to the researcher's informal observation carried out during the data collection. It was identified that some working areas in the organisations were very hot and uncomfortable for employees; nonetheless, this can therefore contribute to employees not being happy with their working environment.

Also, it can be argued based on the responses of employees in the survey that, the response to employees' complaint is delayed or not responded to, hence an evident of a poor inter-personal relationship and communication between employees and management, which affects employees' extrinsic motivation and impacting on their performance. Despite some studies (eg. Bhebhe, 2018) argue that salary is not a major motivation factor since, some individuals are motivated by other factors, the large-scale textile manufacturing industry in Ghana is an exception as employees stated that they preferred an increased and better salary to keep them motivated. These findings are an indication that despite, the relationship between intrinsic motivation and employees' operational performance, extrinsic motivation also plays a vital role in motivating employees and influencing on their operational performance.

It can therefore be concluded that, extrinsic motivation has an impact on employees' operational performance in the Ghanaian large -scale textile manufacturing industry with evidence of factors such as salary, the physical working conditions, and environment as well as employee - management relationship impacting on employees' operational performance. This conclusion means that an increase in the above motivation factors will cause an increase in employees' operational performance and vice versa.

H_{3a}: Extrinsic motivation has a positive impact on employees' quality operational performance.

Based on the results of the data analysis, there is a positive relationship between extrinsic motivation and employees' quality operational performance. The results of the correlation analysis conducted showed the correlation coefficient as low with a value of .224 at a significant value of .002. This result implicates that an increase in extrinsic motivation will cause an increase in employees' quality operational performance and vice versa. The linear regression analysis conducted also supported the hypothesis that extrinsic motivation has a positive impact on employees' quality operational performance. The unstandardized coefficient of the regression equation was represented by .287 at a significant value of .002, hence an indication that for any additional increase in extrinsic motivation, the quality operational performance of employees can be predicted to increase at an average of .287.

This findings above are supported by the results of the qualitative analysis. The working condition of an organisation is an extrinsic motivating factor identified to impact on the quality operational performance of employees in the Ghanaian large-scale textile manufacturing

industry. Some responses gained from employees, that is “*maintenance of machines and the lack of some equipment’s*”, “*elimination of unused machines*”, “*Frequent maintenance of machines*”, makes it evident, that there is poor maintenance of machines and the lack of machine upgrades and equipment which impacts on an error free production process. Since employees requires maintained and updated machines in other to perform to their maximum best (Pandey 2019), it is evident that this working condition impacts on operations, therefore, does not make employees happy, hence impacting on their quality operational performance.

Company and administrative policies were another factor identified in the qualitative results to support the hypothesis that extrinsic motivation has an impact on employee’s quality operational performance. With regards to the interviews conducted, it was identified that employees do not play a role in their own safety, however, employees stated that the organisation only cares about the job being done rather than their safety. Nonetheless, it was therefore discovered that the organisation did not have polices to enforce some safety issues such as wearing their protective clothing. It is also argued that employees claimed that, wearing protective clothing made them feel uncomfortable due to other working conditions hence impacts on employees’ concentration on delivering an error free production process (Robertson et. al., 2016).

Another factor identified to support the quantitative results is interpersonal relationship. Studies such as Anitha (2014) postulates that the relationship between employees and management can enhance their performance. The qualitative results were evident that, employees stated that management takes long in responding to their complaint; however, it was identified that, this is as a result of the process involved before complaints reaches management. It can therefore be discussed that, if the relationship between management and employees were not poor, employees could speak to management directly through informal conversations, which could motivate employees. It is therefore evident that employees do not get their complaints to reach management in time, hence complaints related to enhancing employees’ quality operational performance are impacted.

It can therefore be concluded that extrinsic motivation factors such as the working condition, company, and administrative policies as well as interpersonal relationship supports the findings of the hypothesis that extrinsic motivation has a positive impact on employees’ quality operational performance in the Ghanaian large-scale manufacturing industry.

H_{3c}: Extrinsic motivation has a positive impact on employees' operational flexibility performance.

The results of the data analysis supported the hypothesis that extrinsic motivation has a positive impact on employees' operational flexibility performance. a correlation analysis conducted showed that there was a low but positive and significant relationship with a correlation coefficient and P-Value of .206 and .004 < .05 respectively. This result made it evident that an increase in extrinsic motivation, will cause an increase in employees operational flexibility performance and vice versa. Nonetheless, a linear regression analysis conducted showed that for any increase in extrinsic motivation, employees' operational flexibility performance can be predicted to increase at an average of .255.

This interpretation resulted from the linear regression model which generated an unstandardized coefficient of .255 at a significant value of .004 and a 4.2% variation in employees' operational flexibility performance explained by the independent variable. These results contribute to the justification that, there is a relationship between extrinsic motivation and the flexibility operational performance of employees in the Ghanaian large-scale textile manufacturing industry.

To support the findings of the quantitative data analysis, the qualitative analysis conducted showed that working hours was an extrinsic motivation factor which impacts on how employees perform flexibly in operations. Some direct comments made by employees with regards to the working hours were, *"flexible working hours"*, *"Company and administrative policies such as flexible working hours is a very important motivating factor"*. It was identified that the long working hours per shift impacted on employees' ability to adopt to a change in target or other ad hoc duties as they get tired hence impacting on their operational flexibility performance. With reference to the researcher's informal conversations with employees, the long working hours impacted on their ability to flexibly operate machines (for example, reluctant regulating energy and water), which affects operational performance.

Employees made majority of comments in relation to salary increase and not satisfied with their salary. Some of these comments were, *"the salary is not good"*, *"Poor salary and it's delayed in payment"*, *"lack of money"*, *"lack of Good salary and motivation"*, *"Inadequate salary"*, *"my salary inadequacy prevents me from giving my maximum best"*, *"salaries and other issues being ignored"*, *"poor salary"*, *"delay of salaries"*. Salary is a vital and delicate

extrinsic motivating factor, which affects employees in a lot of ways, when they are not happy. This, therefore, affect how they adapt to change, different tasks and targets as they will not have the drive to get involved or contribute to their maximum best. This is an implication that, the large-scale textile manufacturing industry in Ghana must consider increasing the salaries or implement incentives strategy in other to meet the needs of employees. Also, they should initiate flexibility in the working hours of employees in other to satisfy and enhance employees' flexibility in performing operationally.

It can therefore be concluded that extrinsic motivation has a relationship with employees' operational flexibility performance with company and administrative policies being the major motivating factor in the Ghanaian large-scale textile manufacturing industry to impact on employees' flexibility operational performance. These findings therefore contribute to the proposition 3 that there is a link between extrinsic motivation and employees' operational performance.

H_{3d}: Extrinsic motivation has a positive impact on employees' operational delivery performance.

In justifying the above hypothesis, that extrinsic motivation has a positive impact on employees' operational delivery performance, some test was run. A correlation analysis test showed a correlation coefficient as .194 and a P-Value of $.007 < .05$, which is an evident of a significant but very low correlation between extrinsic motivation and employees operational delivery performance. The results of the correlation can be discussed that an increase in extrinsic motivation will cause an increase in employees' operational delivery performance and vice versa. A linear regression analysis conducted to further test the hypothesis showed an unstandardized coefficient of the regression model as .232 and significant at .05 with a 3.7% variation in employees operational delivery performance explained by extrinsic motivation.

The results of the linear regression analysis support the correlation analysis results since it is evident that for any increase in extrinsic motivation, employees' operational delivery performance is predicted to increase at an average of .232. It can therefore be discussed that; the above findings support the hypothesis that extrinsic motivation has a positive impact on employees' operational delivery performance in the Ghanaian large-scale textile manufacturing industry. Nonetheless the findings of the qualitative analysis support the

quantitative results and can be discussed that favourable working condition was discovered as an extrinsic motivation factor which impacts on employees' operational delivery performance.

With regards to the working conditions, employees stated that they were not happy with the lack of availability of materials. One respondent stated that "*Required items needed for better work, production must be put in place to enhance performance*". It is therefore evident that the non-availability of materials impacts on employees' operational delivery performance. For instance, employees cannot deliver or meet their required targets if the materials are not available or there is shortage in materials, hence impacting on their operational delivery performance. It can further be discussed that; communication was another extrinsic motivation factor which arose from interpersonal relationship and has an impact on employees' operational delivery performance. It was identified in the qualitative data analysis that there was a communication issue between management and employees, hence affecting how the complaints of employees gets to management as well as the relationship between employees' and management.

It can therefore be discussed and justified in support of the hypothesis that, interpersonal relationship, and communication impacts on employees' operational delivery performance. This is because in a situation where employees needs are not met for the purpose of production, due to issues relating to interpersonal relationship or communication, employees cannot meet set deadlines, targets or unexpected jobs assigned to them by the organisation. Some comments made by respondents in the survey relevant to their extrinsic motivation was that "*management set unachievable goals or aims and expect us to achieve it, which is unrealistic*". However, in relation to employees' operational delivery performance, thus meeting set targets and deadlines, it was identified in the survey that, the goals and expectations set by the organisation for employees are too high and unrealistic, hence employees are not able to meet these expectations. This impacts on employees' abilities and drive to achieve these goals thus, impacting on their extrinsic motivation and operational delivery performance.

With regards to the above, there is evidence supporting the hypothesis that extrinsic motivation has a positive impact on employees' operational delivery performance, it can be concluded that extrinsic motivation factors such as interpersonal relationship and working condition impacts on employees' operational delivery performance.

6.6 Summary

Chapter Six presented the discussion of the findings obtained from the quantitative analysis, with the qualitative analysis used to support the findings of the quantitative analysis. In summary, this chapter has proven how employee motivation impacts on employees' operational performance in the Ghanaian large-scale textile manufacturing industry. This chapter also revealed that intrinsic and extrinsic motivation plays a role in the operational performance of employees. Chapter seven, which is the next and final chapter of this study presents and discusses the summary, conclusion, and recommendations of the study.

Chapter 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This chapter presents the overall conclusions and recommendations of this research. This chapter begins with an overview of the research, followed by meeting the aims and objectives of this research in line with the research questions, hypothesis, and the aim of this study. The key findings of this thesis are then discussed. The research contribution and novelty are then highlighted followed by a discussion on the implications to theory and practice and the research limitations. This chapter ends by outlining some recommendations developed from the study for future research and a concluding remark.

7.2 Research Overview

The main aim of this study as stated in chapter one was to evaluate the impact motivation has on employee's operational performance in the large-scale textile manufacturing industry in Ghana thus the relationship and the effects of motivation influencing how employees perform operationally was determined. With reference to the literature gathered, some studies, for example (Anyim, Chidi and Badejo 2012; Thibault Landry et al., 2017, Ackah 2014) discusses that, there is a link between employee motivation and performance. However, most studies focus more on motivation and performance rather than operational performance. This study therefore focused on identifying whether there is a link between employee motivation and employees' operational performance in the textile manufacturing sector in Ghana. The researcher, therefore, saw it fit to address the issues of motivation impacting on the operational performance of employees and centralising the concerns on intrinsic and extrinsic motivation as well as the operational performance objectives.

The researcher's philosophical stance on this study was the Pragmatist, hence, lead the researcher to adopt the mixed method approach to achieve the aim and objectives of this research. This study was centred on the explanatory Quan-qual approach, thus the quantitative data was gathered and followed by the qualitative to support the findings of the quantitative data. The gathered quantitative and qualitative data was cleaned, and further analysis tests, that is, Pearson's Correlation, linear regression and a content analysis was run in other to identify the relationship between employee motivation and operational performance respectively.

However, the results of the analysis showed that there is a significant and positive relationship between employee motivation and employees' operational performance. A summary of how the results of the analysis answered the research questions is discussed below.

7.2.1 Meeting the Aim and Objectives of this Thesis

To meet the aims and objectives of this research, the research questions needed to be answered. The hypothesis proposed contributed to answering research questions 1, 2 and 3, thus, hypothesis 1, 1a, 1b and 1c answered research question 1 whereas, hypothesis 2, 2a, 2b and 2c answered research question 2. Hypothesis 3, 3a, 3b and 3c, answered research question 3 respectively. However, research question 4 was answered by identifying factors associated with the nature of employee motivation and employees' operational performance in the Ghanaian large-scale manufacturing textile industry. Below is a discussion of answering the research questions and meeting the aim and objectives of this study.

7.2.2 Question 1: How does employee motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

The objective of this research question was to assess the impact of motivation on employees' operational performance in the large-scale indigenous textile manufacturing industry in Ghana. This objective was achieved by the testing hypothesis 1, 1a, 1b and 1c. The results of these hypothesis concluded that there was a relationship between employee motivation and employees' operational performance. The hypothesis tested some operational performance objectives, thus, quality, flexibility and delivery and its link with employee motivation. The results of the hypothesis were supported with some findings from the qualitative analysis. However, studies from some studies justifies the findings of this study. For example, a research conducted by Boohene and Asuinura (2011), concluded that intrinsic and extrinsic motivation factors such as, training and development, interpersonal relation, communication, responsibility, rewards and reimbursement significantly has an impact on operational performance. Fernandez and Kim (2018) and Sultana et.al. (2012) also concluded in their research that motivation impacts on employees' performance, thus factors such as free transport to work, free medical care, annual appraisals and a good working environment plays a role in motivating employees.

It was therefore identified that some various intrinsic and extrinsic motivation factors such as achievement, recognition, responsibility, advancement, and salary, working conditions and environment, company and administrative policies and interpersonal relationship respectively impacts on employees' operational performance in the Ghanaian textile manufacturing industry. However, other factors such as free transport, free medical care, annual appraisals, availability of materials was discovered as motivating factors which influences employees' operational performance.

It can therefore be concluded that the operational performance objectives of employees, contributes to the entire operational performance of employees, which are being influenced by employees' motivation in the Ghanaian large-scale textile manufacturing industry, hence impacting on the increase or decrease in employees' operational performance.

7.2.3 Question 2: Does intrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

Research question 2 aimed at examining the influence of intrinsic motivation on employee's operational performance in the large-scale indigenous textile manufacturing industry in Ghana. The results of this objectives were achieved by testing hypothesis 2, 2a, 2b and 2c, to determine the relationship between intrinsic motivation, employees' operational performance and the operational performance objectives. The results of the hypothesis showed a link between intrinsic motivation and employees' operational performance, however the results also showed that there is no significant link between intrinsic motivation and employees' flexibility and delivery performance.

Studies conducted by (Dysvik and Kuvaas 2010; Pereira et al. 2015; Gerhart and Fang 2015; Tampubolon 2016) supports the answer to research question 2. Their research concludes that intrinsic motivation factors such as opportunity for advancement, sense of achievement such as having a good relationship with management, being able to contribute to an error-free production process and having a stress-free and strong mindset to contribute positively to set target and tasks, as well as recognising employees impacts on employees' performance. Thus, an increase or decrease in these intrinsic factors will impact on employees' operational performance.

With reference to the findings of the qualitative analysis that, training (advancement), support from management and organisation (a sense of feeling recognised), management response to complaints (a sense of feeling recognised), fair appraisals and verbal praise (recognition) were the intrinsic motivation factors identified to impact on employees' operational performance. It can therefore be concluded that there is a link between intrinsic motivation and employees' operational performance. However, delivery and flexibility operational performance objectives and intrinsic motivation had no significant relationship, hence, can be concluded that, the large-scale textile manufacturing industries in Ghana must focus motivating employees intrinsically in order to achieve a quality operational performance, rather than flexibility and delivery.

7.2.4 Question 3: Does extrinsic motivation influence employees' operational performance within the Ghanaian large-scale indigenous textile manufacturing industry?

The third research question focused at fulfilling the third objective of this research which was aimed at assessing the influence of extrinsic motivation on employee's operational performance in the large-scale indigenous textile manufacturing industry in Ghana. This was achieved by testing hypothesis 3, 3a, 3b and 3c to identify the relationship between extrinsic motivation, employees' operational performance and employees' quality, flexibility and delivery operational performance. The results of the analysis tests run showed that there is a significant relationship between extrinsic motivation and employees' operational performance.

The findings from the literature (Nickerson 2013; Pandey 2019; Anitha 2014) identified that factors such as regular update and maintenance of machines, the availability of PPE's, availability of materials and communication has an impact on the motivation of employees, thus impacting on employees' operational performance. Nonetheless, salary was identified in this study as a factor that impacts on employees' motivation, although Bhebhe (2018) argues that salary is not a major motivation factor.

Furthermore, the qualitative analysis was conducted to support the findings of the quantitative analysis and was identified that extrinsic motivation factors such as working environment, interpersonal relationship, communication, salary, working conditions such as maintenance of machines, company and administrative policies impacts on employees' operational performance thus increasing or decreasing operational performance. It can therefore be concluded that extrinsic motivation is equally important as intrinsic motivation, thus supports Herzberg's two-factor theory which concludes that, employers must aim to meet the intrinsic

and extrinsic motivation needs of employees rather than choosing between one (Herzberg et al., 2005). This implies that, the large-scale textile manufacturing must focus on motivating employees intrinsically and extrinsically in order to enhance employees' operational performance.

7.2.5 Question 4: What is the nature of employee motivation in the large-scale indigenous textile manufacturing industry in Ghana?

The last research question of this research was aimed at investigating the nature of employee motivation in the large-scale indigenous textile manufacturing industry in Ghana. With regards to the findings of the proposed research questions above, it can be concluded that motivation plays a major role in the operational performance of the large-scale textile manufacturing industry. It was identified that, although the organisations try their best to keep employees' motivated, there is still a major gap in this aspect of human resources in enhancing employees' operational performance.

The data gathered deemed it necessary to ask employees about what prevents them from performing to their maximum best and the responses were linked to the fact that there is a gap in employee motivation. Some of these responses were *“lack of motivation, lack of working tools, salary, lack of materials, working surroundings and working conditions, slow response to getting some equipment to fix the machines for effective production., suggestions made are not regarded by management, lack of tools and motivation, a little motivation and reward from the company”* among others. This is a justification that the nature of employee motivation in the Ghanaian large-scale textile manufacturing industry is not satisfactory hence, needs to be improved in order to enhance employees' operational performance. The quantitative results revealed low correlations, therefore supports the conclusion of a non-satisfactory nature of employee motivation in the Ghanaian large-scale textile manufacturing industry.

Extant literature supports the evidence that motivation is important in organisation as it impacts on employees and their performance. For example: Irinel (2012) discusses that, there are different elements of motivation, such as word of mouth praises or assessments, exceptional group events, employees-manager relationships, however these elements or factors of motivation could affect employees morally and psychologically. In support to Irinel (2012), Seppala (2016) discusses that, employees are more productive, resilient, and determined at work if they feel motivated.

Nonetheless another evidence to justify the nature of employee motivation is the findings from the survey which aimed at finding out if employees would recommend others to work in their organisation based on motivation. The results showed that 44.4%, representing a large percentage will recommend their organisation, however, the percentage of employees unsure and those who says no was 25.3% and 20.8% respectively; when added exceeds the percentage of those who said yes. This is evident that employees are not committed to the organisation due to the low-level of motivation. It can therefore be concluded that the large-scale textile manufacturing companies in Ghana, must focus on satisfying employees needs in other to keep them motivated and committed to the organisation.

7.3 Key findings of this thesis

The aim of this thesis was to evaluate the impact motivation has on employee's operational performance in the large-scale textile manufacturing industry in Ghana. It focused on the relationship and the effects of motivation and how it impacts on employees' performance operationally. This study had four research questions answering 4 objectives. Each research question was answered by testing hypothesis and supported it with the qualitative findings. However, the key findings of this thesis are highlighted below:

Firstly, it was identified that, there is a relationship between employee motivation and employees' operational performance in the Ghanaian large-scale textile manufacturing industry. However, the Pearson correlation analysis revealed a low correlation between the variables of all the hypothesis tested. Although there was a low correlation, there was a positive statistical significance which means, an increase in motivation will cause an increase in employees' operational performance and vice versa.

Two hypothesis was rejected thus there was no statistical significance between Intrinsic motivation, employees' operational flexibility and delivery performance representing hypothesis 2c and 2d respectively. The Pearson correlation test conducted to determine the relationship between these variables showed a P-Value $> .05$, therefore the researcher failed to reject the null hypothesis 2c and 2d. This is an indication that the Ghanaian large-scale textile manufacturing industry should focus on intrinsic motivation in other to enhance employees' operational quality performance, rather than their operational flexibility and delivery performance.

Another key finding of this thesis was the factors of motivation which was identified to be vital in the Ghanaian large-scale textile manufacturing industry. These motivating factors were training and development opportunities, the sense of feeling and gaining support from management, management response to complaint, fair appraisals and verbal praise, good interpersonal relationship, effective communication, salary, good working environment and conditions such as, regular maintenance of machines and the companies' administrative policies. These factors are a justification of the theoretical underpinning of this study, that is Herzberg's two factor theory, which suggests that employers or organisations must not choose between intrinsic or extrinsic motivation but rather aim to meet the needs for both (Herzberg et al., 2005).

The findings of this research concluded that intrinsic motivation is equally important as extrinsic motivation hence the large-scale textile manufacturing industry must focus on motivating employees intrinsically and extrinsically in order to enhance employees' operational performance. The key findings of this study contribute to theory and practice, and these are highlighted below.

7.4 Research contribution and novelty

A major contribution of this current study with regards to policy is related to the provision empirical tests showing the facts and figures of employee motivation, intrinsic motivation, extrinsic motivation, and employees' operational performance in the large-scale textile manufacturing industry context in a developing country, which is Ghana. The large-scale textile manufacturing industry in developing countries such as Ghana, faces many drawbacks which intimidates their long-term sustainability, including the effectiveness of human resource as well as the increase in competition from the developed countries such as China, India, among others who are leaders in this industry.

However, it is evident from the current study that the effective management of human resource thus, focusing on keeping employees motivated in this industry could enhance the operational performance of employees as well as the organisational performance, hence can increase sustainability whilst beating or matching their major competitors. The current study has therefore contributed to this scope of managing employees, in terms of keeping employees motivated and treating them as a major resource in increasing operational performance, whilst

increasing sustainability in the large-scale textile manufacturing industry. This research is unique because there are limited studies conducted in the textile industry, especially in the Ghanaian context. This means that, the findings and originality of the current research are relevant to policy makers in this industry, thus will contribute to their decision-making in relation to motivating employees to increase operational performance and productivity.

Theoretically, the current study has contributed to employee motivation and operational performance that has mostly been studied and discussed on a theoretical level in the past. However, there is limited research on the link between employee motivation and employees' operational performance especially in the large-scale textile manufacturing industry in developing countries such as Ghana. The current study has therefore contributed to this gap in theoretical knowledge by identifying the link between employee motivation and employees' operational performance. Also, most studies conducted in this area of study focused on one research approach, thus either qualitative or quantitative but the current research was designed on the foundation of the pragmatist philosophical view. Thus, the researcher believes that adopting the mixed method approach will be more suitable for the research problem. The mixed method approach adopted will contribute to adding value to this area of study and therefore will contribute to researchers' future research topics and methods in this area of study.

The current study has also contributed to the findings of Herzberg's study on motivation. According to Herzberg et al. (2005), the hygiene factors which represents extrinsic motivation should not be left out when motivating employees with the motivating factors, which represents intrinsic motivation, thus employers must endeavour to enhance both. However, this study justifies that both intrinsic and extrinsic motivation plays a major role in motivating employees thus the presence of intrinsic motivators will increase motivation whereas the absence of extrinsic motivators will cause a decrease in motivation. This study therefore provides empirical evidence to support this scope of human resource thus employee motivation and employees' operational performance, hence justifies and contributes to knowledge in the complex business world and Herzberg's two-factor motivation theory.

7.5 Research Implications

The key findings of this research contribute to theory and practice. As discussed in the previous sections, this study determined a relationship between employee motivation and employees'

operational performance in the Ghanaian large-scale textile manufacturing industry. The researcher therefore deems it necessary to discuss some implications of this study to theory and practice.

7.6 Implications to theory

The suggestions made to theory in relation to this research is grounded from the foundation of this research to the overall findings of the study. Below are some recommendations made to theory:

1. The first implication to theory is in relation to the theoretical underpinning of the study. This study adopted the content-based or need-based theory of motivation, specifically Herzberg's two-factor theory, to determine the link between motivation and operational performance. Nonetheless, another category of motivation theories is the process-based theories. It is therefore suggested that future researchers explore the content-based theories and the process-based motivation theories, to conduct a comparative study in order to determine the link between motivation and operational performance. This can contribute to justifying which category of the motivation theories is relevant in the chosen area of study and the current complex business world.
2. Most research conducted in this area of study focused on just one method, that is either quantitative or qualitative. However, the foundation of this research was developed on the pragmatist philosophical view. This means that the researcher explored different ways of solving the research problem. Thus, the research methodology was designed based on the mixed method approach and adopted the explanatory sequential design. This design began with the quantitative data collection and analysis focusing on the research questions and was followed by a qualitative data collection and analysis based on the results of the quantitative phase. This helped the researcher gain information as well as statistical information and contributed to a strong and justified results, which is in relation with Herzberg two-factor theory. It therefore implies that, future research in this area of study should ground their research based on the mixed method design in order to gain a factual and a statistical in-depth information and results.
3. The results of this study showed that there is no significant relationship between intrinsic motivation, operational delivery, and flexibility performance, thus the

researcher failed to reject the hypothesis. It is therefore suggested that future research is focused on solely on intrinsic motivation and its impact on operational delivery and flexibility performance. In doing so, it will justify the findings of this study or can yield a different result, which can lead to further studies in motivation and operational performance

4. Another implication to theory is that, although there were various motivation factors identified to impact on employees' operational performance, training and development as well as working condition were the two main dominating factors. It is therefore suggested to future researchers to consider studying each motivation factor and its link to operational and organisational performance. In doing so, an in-depth data can be gathered on these variables such as, the type of training required by employees, the duration of trainings, awareness of updates in processes, development opportunities, working conditions required by employees among others. This can contribute to expanding the findings of extant studies and theories in this area of study.

7.7 Implications to practice/managers

With regards to the analysis. findings and results of the current study, some recommendations are made below:

- 1) The large-scale textile manufacturing organisations should focus on fulfilling their role in keeping employees highly motivated. By instigating such practices, they will be able to achieve competitive advantage over foreign competitors, as their human resource will be more effective and efficient in operational performance. Nonetheless, this implementation can become realistic by setting out policies focused on meeting the motivation needs of employees, in other to create a working environment, whereby employees are satisfied and motivated.
- 2) Success in enhancing employees' operational performance and the increase in employee motivation can only be achieved if the concerned large-scale textile manufacturing company has a well-defined HR focus and a strategic commitment which exhibits the goal of the organisation. However, focusing on the long-term success of the organisation should include appropriate consideration of the human resource management policies and the implementation of specific initiatives pointed at achieving their goals through motivation.

- 3) Communication is an essential part of the success of every organisation; hence the concerned large-scale textile manufacturing organisation must focus on initiating and implementing policies to encourage good interpersonal relationship between employees and management, such as round table meeting with managers to voice out issues faced, birthday breakfast or lunch with managers and one to one time with managers, amongst others. In doing so, employees will always be focused on the goal of the organisation as they will acknowledge the fact that a successful working team can be good whilst leading to an increased operational performance, if there is a good relationship and communication between management and employees.
- 4) Knowledge gaining is endless for every individual as the world keeps growing rapidly and technology grows as well. Training is therefore an essential part of enhancing operational performance in organisations. As this study identified revealed that employees are interested in regular training, the large-scale textile manufacturing companies should implement and initiate policies such as online resources which will ensure that employees are abreast with all information needed for enhancing operational performance. Also, since employees are motivated developing their career through other training benefits, initiatives such as the companies having exchange programmes or paying 50% of employees' education can be implemented in order to keep employees motivated as well as increase employee retention and operational performance.
- 5) Lastly, it is important that management of the Ghanaian large-scale textile manufacturing companies are aware of what will keep every individual employee motivated in order to keep employees satisfied. To achieve this, a survey can be conducted on every employee in the various departments, to gather information on this subject. This survey can focus on some specific factors such as those that can be provided by the companies easily thus their strength and those that cannot be provided easily, thus their weaknesses. Also, the company can implement a recruitment policy, which will seek to gather information on the sort of motivation which will positively impact on their operational performance, from candidates that currently gets employed by the company. In doing so, management can be fully aware and make provision for employees needs and wants in order to keep them highly satisfied and committed.

7.8 Future research recommendations

Below is some recommendation for possible future research which have been discovered in the current study:

1. With regards to the context of this study, it focused mainly on the disciplines of operational performance in the large-scale textile manufacturing industry in Ghana, however, future research can focus on organisational performance in other to determine if there is a relationship between employees' operational performance and organisational performance in the Ghanaian large-scale textile industry context.
2. Future research can further conduct a comparison study to investigate the impact employee motivation has on employees' operational performance in developing and developed countries in the large-scale textile manufacturing industry.
3. This research has provided an understanding of the influence employee motivation has on employees' operational performance in the large-scale textile manufacturing industry in Ghana. Nonetheless, in other to further justify the framework of the current study it is essential to replicate the study with other manufacturing industries in Ghana.
4. Culture is the way of life, therefore plays a vital role in every individual life as well as organisations. Since this study did not include organisational culture, future research in this subject area should include organisational culture to investigate the relationship between organisational culture, employee motivation and operational performance.
5. The current researcher focused more in intrinsic and extrinsic motivation factors derived from Herzberg's two factor theory. It is therefore recommended that, for any future research in this discipline in the Ghanaian context, other motivation factors can be considered or used from other extant motivation theories and can be compared with this current study in other to concretise the findings of this study. Also, future research in this scope can focus on factors that motivates employees during a pandemic and its impact on employees' operational performance.

7.9 Research Limitations

The findings of this current study were derived from two indigenous large-scale textile manufacturing organisations in Ghana. However, the number of companies that was used for this study might demonstrate a weakness of the study although the data gained from employees

of these organisations were rich and in-depth, hence generated more understanding into the findings of the current study. Factors such as limited resources, thus, limited time for the data collection due to travel as well as access to the organisations, restricted the number of organisations used for this study.

The two organisations used for this research were geographically in proximity, the oldest and the major large-scale textile companies in the industry, hence access to data gathering was relatively at ease. Nonetheless, this was an advantage to the researcher, but it resulted to the inevitable non-inclusion of the other large-scale textile manufacturing organisations in other regions of Ghana.

The current study identified that, there was evidence to suggest that the organisations was involved in some motivation factors to keep employees motivated but there were no precise motivation strategies of policies identified in the surveyed organisations. Hence, the findings and results of the current study would have no doubt been different, if employee motivation strategies and policies to impact employees' operational performance had been in place at these organisations.

The quantitative survey tool designed for this study was focused on the medium to lower-level employees whilst the top-level management was interviewed. The results of the study gained responses from all levels of employees, however, this might demonstrate a weakness to the study because, the findings would have been different if the study focused on either one level of employees or two level of employees whilst comparing them respectively.

7.10 Delimitations of Study

This study like any other research has its own delimitations, nonetheless this study has some few delimitations which needs to be identified. In this current study, the researcher proposed that employee motivation has an impact on employee's operational performance, focusing on intrinsic and extrinsic motivation factors as those that may have impact on performance. Nonetheless, other operational factors such change in technology, finance, economic environment and cooperate objectives can influence the operational performance of employees; hence these variables of that nature are recommended for future research. The limitation of the

factors that influences employees' operational performance therefore influenced the desired outcomes of this study.

Furthermore, due to financial constraints, the population for the study is limited to one country in the west African region hence may affect the end results since primary data on other countries in the same area would have been a good comparison in other to support the justification of the findings. The financial constraints also affect the sample of the study; hence the researcher limited the sample to just the employees in the indigenous large-scale textile manufacturing industry in Ghana. This may affect the generalisation of this study because, the Ghanaian textile industry comprises of the small-scale industry as well, hence the findings cannot be generalised to all the sectors in the textile industry.

7.11 Concluding Remarks

This study was aimed at investigating the impact of employee motivation on employees' operational performance in the large-scale textile manufacturing industry. The study acknowledged the use of both quantitative and qualitative techniques with the results justifying that there is a relationship between employee motivation and employees' operational performance. Further evidence gathered from the findings of this study indicates that intrinsic and extrinsic motivation has a relationship with employees' operational performance.

With regards to these findings this study proposes that the large-scale textile manufacturing companies in Ghana should focus on motivating employees focusing on intrinsic motivating factors as well as extrinsic motivation factors in other to increase the operational performance of employees. The findings of the current study help to guarantee and contribute to a broad understanding of employee motivation and employees' operational performance in the large-scale textile manufacturing industry, whilst serving as a basis for future research on these variables in the same or different contexts.

The study also advocates that employee motivation policies and strategies to enhance employee's operational performance must be implemented in the organisations, to help them gain competitive advantage whilst contributing to the overall performance as well as the long-term sustainability of the textile manufacturing industry in Ghana.

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
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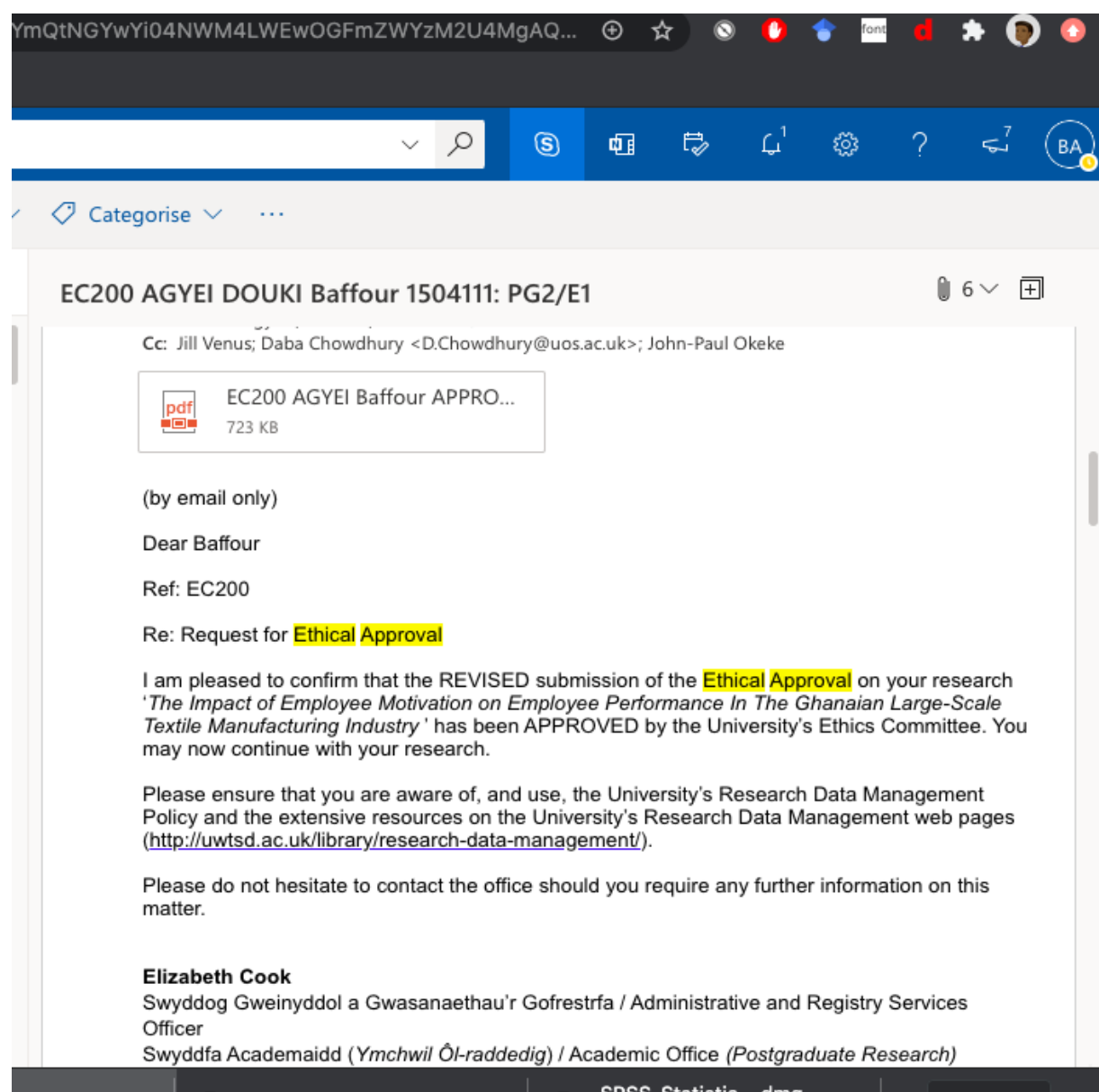
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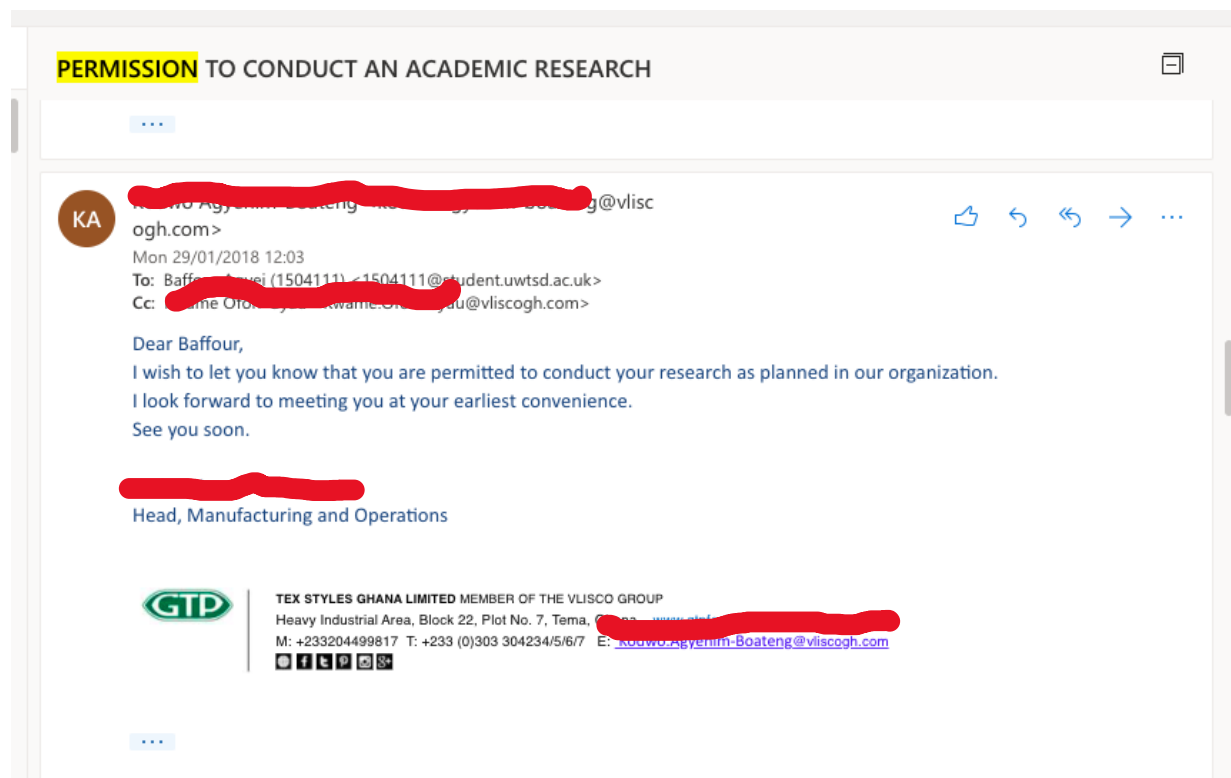
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APPENDIX ONE: ETHICAL APPROVAL



APPENDIX TWO: PERMISSION GRANTED TO CONDUCT RESEARCH



APPENDIX THREE: RESEARCH QUESTIONNAIRE

The Impact of Employee Motivation on Employee Performance in The Ghanaian Large-Scale Textile Manufacturing Industry

As part of my Doctoral thesis, I would like to gather some information from you which will help me in an in-depth study of the above topic. I would be obliged if you co-operate with me in filling this questionnaire. However, this questionnaire is being used for academic purpose; hence the information gathered will be **strictly confidential**. Also, to ensure **anonymity** of participants, names or any form of identification of participants will not be required. This questionnaire is not compulsory hence you can opt out at any time. This questionnaire should take about 10 – 15 mins to complete, however there is no time constraint.

Please put a tick mark in the appropriate boxes.

SECTION 1: DEMOGRAPHICS

1. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. What is your Age

- ☐ Below 20
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50 and above
- ☐ Prefer not to say

3. What is your Level of education?

- ☐ Secondary
- ☐ Diploma
- ☐ Degree
- ☐ Postgraduate Degree
- ☐ Prefer not to say

4. What is your Marital Status?

- ☐ Single
- ☐ Married
- ☐ Prefer not to say

5. How long have you worked with the company?

- ☐ Below 1 year

- ☐ 2 - 5 years
- ☐ 6 - 10 years
- ☐ 11 years and above

6. What is your employment status?

- ☐ Full Time
- ☐ Part Time
- ☐ Temporary
- ☐ Contract

7. What is your position at work?

SECTION 2: MOTIVATION

8. How is the attitude of management towards workers?

- ☐ Excellent
- ☐ Very Good
- ☐ Good
- ☐ Satisfactory
- ☐ Poor

9. What is the system or style of supervision adopted in your organization?

- ☐ Democratic
- ☐ Autocratic

10. How long does it take management to attend to complaints of workers?

- ☐ The same day
- ☐ Within one week
- ☐ After a month
- ☐ They do not respond to complaints
- ☐ Other.....
-

11. Are you always satisfied with the responds of management?

- ☐ Yes
- ☐ No
- ☐ Somehow
- ☐ Prefer not to say

12. If no, please explain why?

.....

.....

.....

13. Are these motivation factors in the table below very important or not important enough to keep you motivated in the organisation? Please answer all questions using the scale (1-5) below to rank how each of the factors is important to motivate you daily.
Please tick the appropriate boxes.

Questions	1 Not Very important	2 Not important	3 Neutral	4 Somewhat important	5 Very important
<u>INTRINSIC</u>					
Achieving your ambitions and plans through your job. (eg. social and economic growth like quality of life, self-respect, status).					
Being recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise)					
The feeling of being responsible over your job and outcomes. (eg. Given and overcoming challenging jobs)					
The job offers you a future prospect for advancement . (eg. Training and development, career development)					

<u>EXTRINSIC</u>					
You are assured of Job security					
Being happy or satisfied with your salary					
Having favourable, safe, clean and hygienic physical surroundings and working conditions .					
Company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.					
Having a good interpersonal relationship between you, your management, supervisors and work colleagues.					

14. Do you experience these factors listed in the table below in the organisation? Please answer all questions using the scale (1-5) below to rank how you strongly agree or do not agree that you experience these motivation factors in your organisation.

Please tick the appropriate boxes.

	1	2	3	4	5
Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

You are able to achieve your aspirations and plans through your job. (eg. social and economic growth like quality of life, self-respect, status).					
You are recognised in contributing to the general organisational goals. (eg. rewards, bonus, promotion, verbal praise)					
A sense of feeling that you are responsible over your job and outcomes. (eg. Given and overcoming challenging jobs)					
A feeling that the job offers you a future prospect for advancement . (eg. Training and development, career development)					
A feeling that you are assured of Job security					
You are happy with your salary when compared with others doing similar or same job.					
The physical surroundings and working conditions are favourable, safe, clean and hygienic.					

You are happy with the company and administrative policies such as flexible working hours, breaks, dress code, overtime bonuses, annual leave.					
You are happy with the relationship between you, your management, supervisors, and work colleagues.					

SECTION 3: MOTIVATION AND PERFORMANCE

15. Please rate how intrinsic motivation affect the following performance factors?

Please tick the appropriate boxes.

Questions	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Are you able to deliver an error-free production process in other to meet set targets?					
Do you often use additional materials aside the ones assigned for you to meet your targets?					
Are you able to adapt to different tasks or targets given to you in the organisation?					

Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation?					
Please rate how Extrinsic motivation affect the following performance factors?					
Are you able to deliver an error-free production process in other to meet set targets?					
Do you often use additional materials aside the ones assigned for you to meet your targets?					
Are you able to adapt to different tasks or targets given to you in the organisation?					
Are you able to meet set target deadlines and complete unexpected jobs, or targets assigned to you in the organisation?					

SECTION 4: PERFORMANCE

16. Do you think any of the above-mentioned motivation factors (intrinsic and extrinsic) in section 1 contributes to your performance at work?

If yes, why?

.....

.....

.....

17. Do you feel you can contribute positively to the organisation and why?.....

.....
.....

.....

18. What do you think prevents you from performing to your maximum best of the job?.....

.....

19. Do you feel you have enough support from the organisation to enable you to perform to your best?

- ☐ Yes
- ☐ No
- ☐ Somehow
- ☐ Prefer not to say

20. Do you think you have enough support from other employees below you at work?

- ☐ Yes
- ☐ No
- ☐ Somehow
- ☐ Prefer not to say

21. Do you think you have enough support from other employees above you at work?

- ☐ Yes
- ☐ No
- ☐ Somehow
- ☐ Prefer not to say

22. Would you recommend anybody to work in the company?

- ☐ Yes
- ☐ No
- ☐ Somehow
- ☐ Prefer not to say

23. What do you think can be done to enable you to improve your performance on the job?

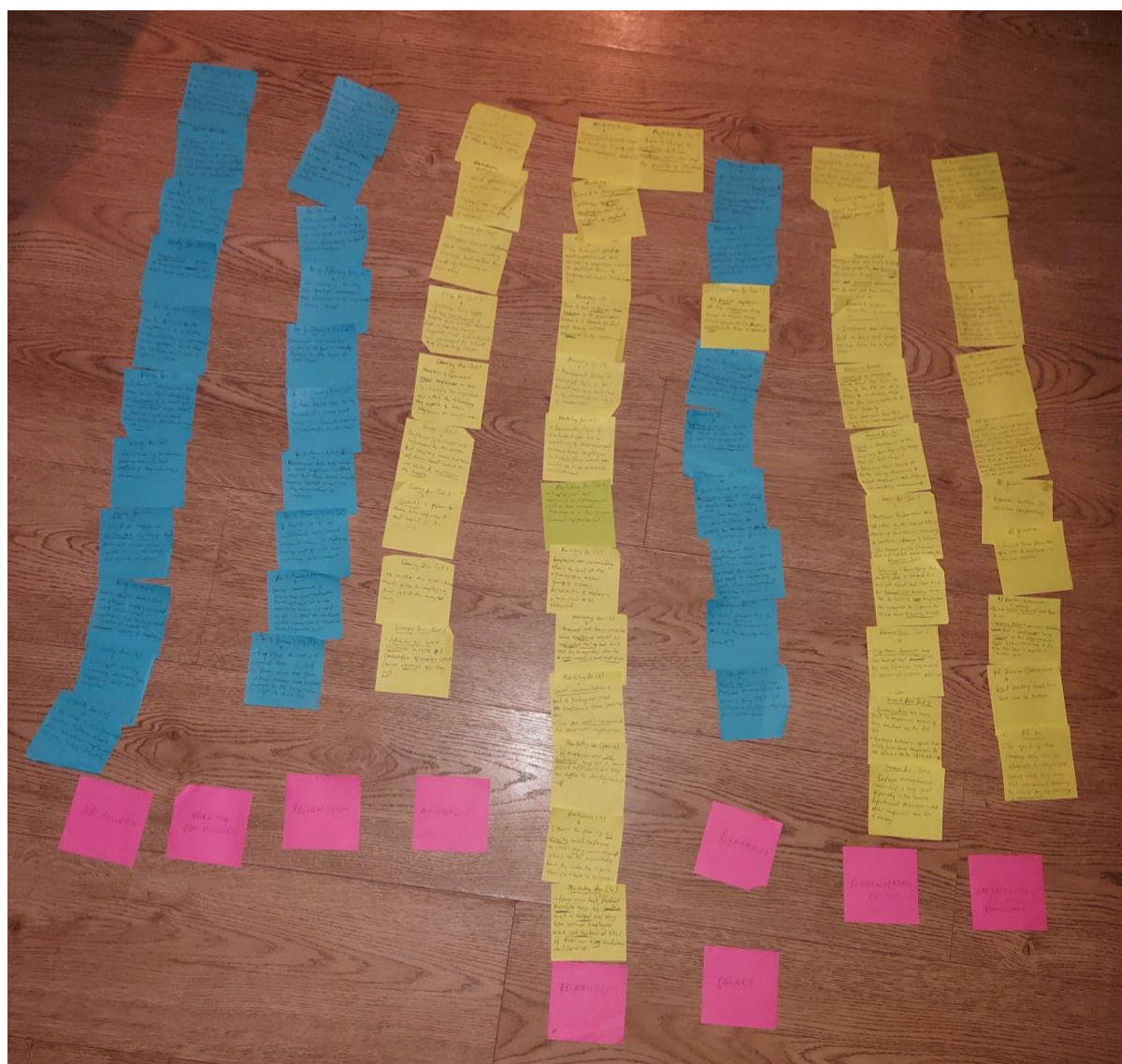
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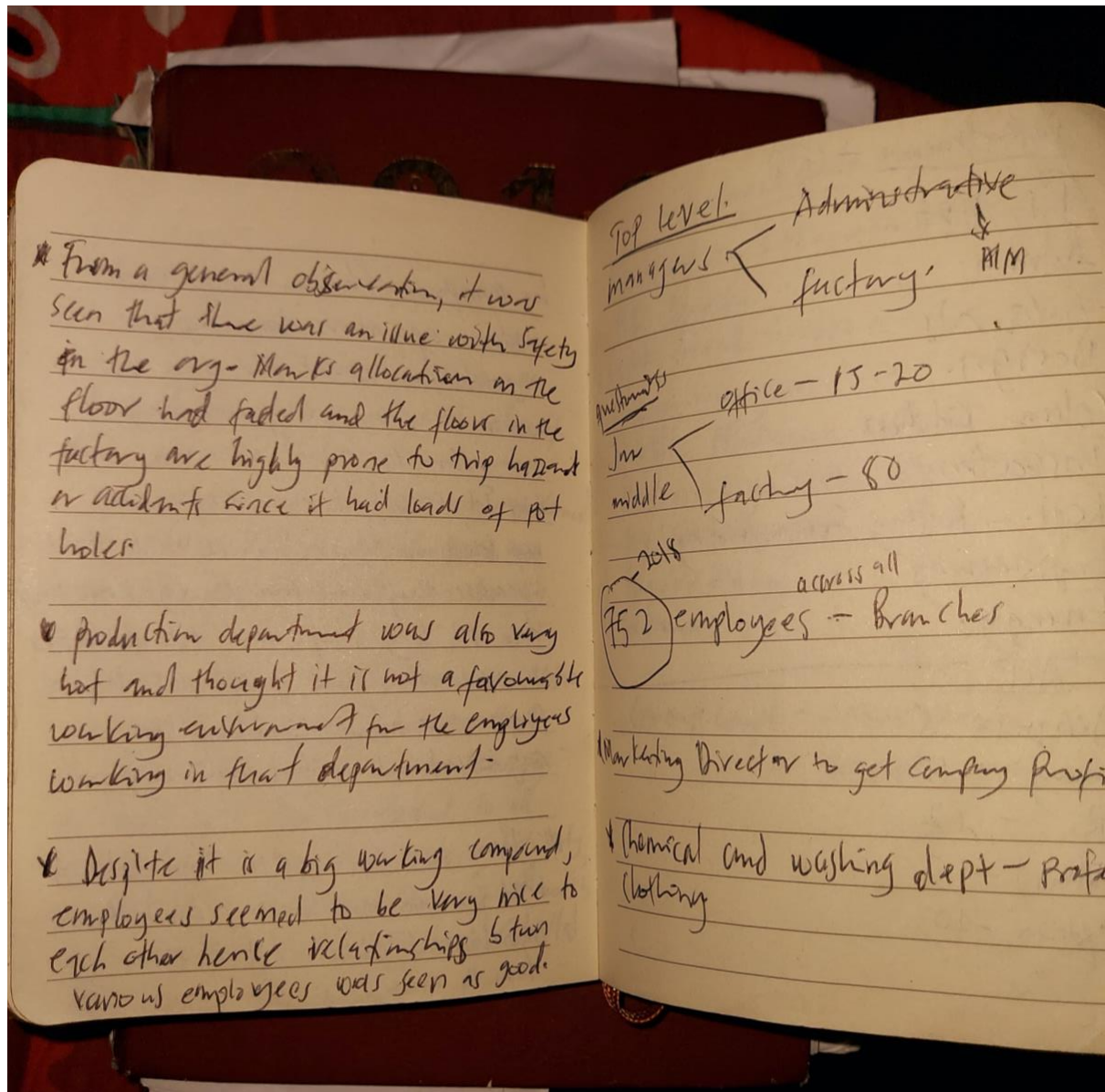
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APPENDIX FIVE: RELEVANT CONTENTS FROM INTERVIEWS



APPENDIX FOUR: RESEARCHER'S DIARY WITH SOME NOTES FROM OBSERVATION



by manpower (human resource),
machine operators have suppose to
regulate and check the qty of
water etc for each print they do
in order to avoid wastage. ~~But~~
It came out that employees
sometimes ignored these vital issues
because they were ~~from~~ usually ~~knocked~~
due to long shift and their ~~attends~~
it is evident that it affects their
performance hence affected the
organizational cost & delivery.

There was an onsite clinic which
was free to employees and their
immediate families 1/4 of the
family members.

2016

uary

Thursday M
Week-6 42-324

201

- Higher defects → motivation
- welfare
Higher defects is a result of
motivation

8.00 ① Do you think employees are happy with their environment?

9.00

② Do you think employees gain enough training on the job?

10.00

11.00 ③ Do you think employees are happy with their salary?

12.00

4) Does supervisors present the complaints of employees? & Does supervisors listen to employees' Complaint?

1.00

2.00

5) The safety and welfare of employees?

3.00

6) Are employees recognised or rewarded for their performance.

4.00

5.00

- Training based on needs
- needs based on career development
- career development
- organizational development
- numbering
- tick boxes

APPENDIX SIX: PHOTOS FROM FIELD WORK



