CATHOLIC UNIVERSITY COLLEGE OF GHANA

THE EFFECTS OF LATENESS TO WORK AND PRODUCTIVITY OF GHANA EDUCATION SERVICE: A CASE STUDY OF THE NON-TEACHING STAFF IN THE SUNYANI MUNICIPALITY

ABEABA MATTHEW ABERENIYA

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BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature……………………………… Date……………………

Name: Abeaba Mathew Abereniya

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of dissertation laid down by the Catholic University College of Ghana.

Supervisor's Signature…………………………… Date……………………..

Name: Dr. Mustapha Osman Opoku

ABSTRACT

The purpose of the study was to find out the effects of lateness to work by non-teaching staff on the operations of Ghana Education Service in the Sunyani Municipality. A descriptive research design was used to answer research question concerning the current status of the subject matter of the study. A sample size of 246 made up of 240 non-teaching and 6 management staff of the Ghana Education Service within the Sunyani Municipality was used for the study. Questionnaires were designed and used as the main instrument for data collection. A list of causes of factors affecting lateness among non-teaching staff in the Sunyani Municipality were identified. A limited number of indicators were used and then a statistical threshold (significance value) was set to 3.0. This means every mean score above 3.0 showed a significant indicator of lateness to work. The significant causes of lateness found were illness, stress, family problems, financial problems, leadership style, and unfair treatment. On the effect of lateness on staff productivity, the analysis of correlation found that employee lateness has a positive but weak correlation or association with employee productivity. On measures used to check lateness among the non-teaching staff, majority (30.4%) of the respondents said queries/disciplinary measure was the key measure used. This was corroborated by majority (67%) of management staff. It is recommended that biometric clocking system could employed by management staff to check lateness to work.

KEY WORDS

Lateness

Employees

Productivity

Efficiency

Effectiveness

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DEDICATION

To my family.

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CHAPTER ONE

INTRODUCTION

Introduction, background to the study, problem statement, research objectives, research questions, significance of the study, scope and limitations of the study, limitations of the study, organization of the chapters

Background to the Study

Organisations face different challenges in its controlling, management and its daily activities to improve productivity. These challenges have both economic and psychological consequences on the level of output and organisations must strive to control and minimise it. These challenges include lateness to work, been absent from work and labour turnover among employees. Organisations have kept in efforts to help control these problems but there seems to be no permanent solutions available yet. Late coming is a habitual pattern of absence from duty or obligation. Lateness is viewed as an indicator of poor individual productivity (Cascio & Boudreau, 2010). Lateness of employees of an organisation could be influenced by many interrelated factors, some of which could be avoided if managers understood the causes of this problem (Mathias & Jackson, 2007). In the prevention and management of the lateness problem, different strategies are used which sometimes combine reward and punishment.

Lateness to work is a serious workplace problem and an expensive occurrence for both employers and employees in the educational sector due to its unpredictable nature. In the educational sector such as the Ghana Education Service, the satisfaction level of attendance of the employees at work is necessary to allow the achievement of the objectives and targets set by the service. In the educational sector, the lateness of non-teaching staff to work is a major problem which affects the operations of the organisation hugely. It leads to the piling of work, back logs and thus leads to delay in work (Habeebur, 2016). According to Avey, Petera and West (2006), lateness can be either voluntary or involuntary. Voluntary lateness is under normal circumstances that are avoidable whiles the involuntary lateness is under normal circumstances unavoidable. The nature of the activities of the Non-Teaching staff of the Ghana Education Service requires them to always report to the work place on time. The lateness of the employees to the workplace causes major issues which the study sought to assess.

According to Tracy Morley (2015*)*, employers expect their employees to come to work on time and to understand that being punctual and reliable is important to the employment relationship. Problems with excessive traffic, late taxis or buses or family issues can sometimes make employees late, and when employees occasionally arrive a couple of minutes late it is not generally a big issue. Chronic lateness, on the other hand, is different, and for small-business owners, staff coming in late can have significant time and cost implications. It can negatively affect a small business' productivity and profitability. Employee lateness can be a frustrating occurrence, especially if it is chronic. What many supervisors may not realise is that, while some lateness is clearly excusable or inexcusable, it can also be the result of poor management. If habitual lateness is common, the human resources department needs to carefully examine the potential reasons before immediately resorting to discipline, Alex Saez, Course-lateness-work (4988.html).

The lateness of employees to work has been a major issue that has been discussed on various platforms at different levels. The Researcher has observed that the attitude of most workers especially in the public sector to resort to lateness to work has made it difficult for most of these organisations to efficiently and effectively undertake their purpose of establishment in the Sunyani Municipality. The institutions tend to suffer when the workers exhibit the attitude of always been late for work. Studies have been conducted on the various factors that impacts on the productivity of the organisation and lateness to work has been one of the reasons. In most cases, monetary costs are not connected to the loss caused by the lateness of the workers to work. However, research has shown that extensive time, effort and cash are mostly poured into attracting, selecting and training of the staff of the various government institutions but little of that is committed towards the management of these common bad habits of employees.

Statement of the Problem

Employees make up the workforce of any organization as such they are an integral part of the organization. Aluko (2014) stated that an organization is only as good as the workforce that runs the organization. This is to say that when employees are mostly late to work chances are that their productivity levels would decrease thereby to a large extent rendering overall organizational productivity low. In order to achieve high levels of productivity as such boost organizational productivity or productivity, managers therefore need to continually seek ways of ensuring that their employees stay at work. This is because a lateness leads to reduced productivity which is harmful to organizational productivity and continuous success.

Lateness among non-teaching staff in the Ghana Education Service is increasing and spreading in way that cannot be controlled in our societies. A close look at the effects of lateness on the operations of GES in the Sunyani Municipality is the purpose of the study. The importance of this can never be over looked in the operations of Ghana Education Service in the Sunyani Municipality. This shows that non-teaching staff who are habitual late comers never help in education delivery in the Municipality.

Problem formulation is the condition or phenomenon that is unsatisfactory and can be clearly understood to the point that it can be specified precisely along with its magnitude and consequences (Yegidis, 2002). Thus, before a research study is conducted a clear definition of the research problem should be formulated (Malhotra, 1996).

Lateness has been a challenge of many non-teaching staff in the Ghana Education Service due to personal and external factors. The educational sector operates under an organised and structured system which requires all employees to undertake a specific task to help the service function properly. Whenever an employee is late for work, this puts the well-structured organizational operations in disorder. This may go a long way to affect the productivity and the effectiveness of the service. According to (Blau, 1996), in the situation whereby the organisation provides services, the employees' absence or lateness may affect the quality or quantity of service offered.

Managing workplace lateness is one of the difficult human resource management issues facing organisations over the past years. It even becomes worse in an institution like the Ghana Education Service which is responsible for ensuring that educational delivery in the country. The issue of lateness should be researched to assess the extent of such perceptions and the actual loss it has on the productivity of the organization. Most of the Ghana Education non-teaching staff in the Sunyani Municipality exhibits some of these attitudes which have adverse cost effect on the service. Many of the workers report for work late resulting in delays in executive administrative work which also affect teaching and learning though they are not directly involved in teaching, which is the core objective of the organization.

Based on the background given, the study sought to assess the relationship between lateness and productivity among the non-teaching staff of the Ghana Education Service in Sunyani Municipality.

Purpose of the Study

The purpose of the study was to find out the relationship between lateness and productivity among non-teaching staff of Ghana Education Service in the Sunyani Municiplaity.

Research Objectives

The goal of the study is to determine the causes and effects of lateness and recommend ways of minimising its effects on the operations of Ghana Education Service (GES).

The specific research objectives are:

i. to determine the causes of lateness among employees in the GES in Sunyani Municipality

ii. to determine the effects of lateness among employees on the productivity of GES in Sunyani Municipality

iii. to examine the measures management is putting in place in controlling lateness among employees of the GES in Sunyani Municipality

iv. to identify the challenges management face in their attempt to control lateness among employees of the GES in Sunyani Municipality

Research Questions

The following questions need to be answered in order to achieve the objectives of the study above:

i. What are the causes of lateness among employees at the GES?

ii. What is the relationship between lateness and productivity among the non-teaching staff?

iii. What are the measures being put in place by management to control lateness among the non-teaching employees of the GES?

iv. What are the challenges faced by management in their attempt to control lateness among employees of the GES?

Significance of the Study

The study was identifying contributory factors to lateness and its impact on productivity among non-teaching staff of Ghana Education Service in the Sunyani Municipality. This will inform major stakeholders of institutions such as the Ministry of Education, and Ghana Education Service and the Government of Ghana in formulating policies geared toward addressing lateness in the Ghana Education Service. This will help in reducing the level of worker apathy and boost their morale to make them more committed to their jobs. It will also elaborate on the various ways through which the lateness of staff could be managed. In another way, it will serve as a reference material for researchers and scholars who are interested in further exploring this subject. The study will serve as a guide to future study on the causes and effects of lateness and its related problems, the survey will also add up to existing literature on the Ghana Education Service on how to reduce the effects of lateness; it will be used as literature for academicians and practitioners based on which additional studies will be conducted.

Finally, the study will provide insights into the state of employee lateness and its effects on the activities of GES and to enable the management to adjust their activities accordingly, it will also enable management to formulate policies that would go a long way to minimize late and enhance productivity.

Delimitations

The researcher fully acknowledged the fact that a research of this nature and significance should have covered a large number of employees of Ghana Education Service. Unfortunately, resources at the disposal of the researcher made it impossible for a study of that magnitude as a result the study was delimited to the non-teaching staff of GES at the Sunyani Municipality. The study only concentrated on the non-teaching staff of the GES within the Sunyani Municipality.

Limitations

The study faced the following limitations:

The first challenge that the researcher faced was the difficulty in getting the non-teaching staff of the GES within the Sunyani Municipality to answer the questionnaires designed for the data collection. Due to the busy schedule of the non-teaching staff of the Ghana Education Service, this made it difficult getting them to answer the questionnaire for the study.

Secondly, the ability of the researcher to get the required funds to undertake the study was another limitation that was faced by the researcher in the completion of the study. The researcher had to incur various costs such as transportation cost, photocopies made, printing and visiting websites for additional information used for the study. This limited the sample size and the geographical area covered by the researcher.

Time constraint was another factor that served as a limitation to the study. The researcher had to conduct this study in addition to the undertaking of his daily schedules. The researcher beside the conduction of this study had to undertake his academic work as a student and also his daily schedule. This served as a major limitation to the study.

The researcher was limited by the reluctance of some respondents to complete the questionnaires ahead of time and also provide some of the information required. Some of the respondents were economical with information: possibly they thought the researcher could be an agent of management.

Based on the fact that the researcher is also an Industrial Relations Officer for workers of the Ghana Education Service, there were some mini-conferences organised to complete some of the questioneers. Some Heads of Institutions and the Municipal Director willingly attended to the researcher since the researcher’s identity was not in question.

Definition of Terms

Lateness: refers to non-teaching staff not reporting to work before work begins

Employees: Employees are people who are hired working under contract in an organization, they are referred to as the workforce of an organization.

Productivity: A summary measure of the quantity and quality of work productivity, with resource deployment taken into account. It can be measured at individual, group or organizational levels.

Employee Productivity: is the rate at which employees effectively and efficiently discharge their duties.

Organizational Productivity: A measure of how efficiently and effectively managers use resources to achieve organizational goals.

Effectiveness: refers to a measure of how well workers productivity levels meet set goals and objectives of the organization.

Employee Effectiveness: is a qualitative characteristic that indicates the extent to which job-related issues are addressed and the magnitude at which predetermined goals and objectives are achieved by an employee.

Efficiency: can be derived from the relationship between inputs and outputs, and refers principally to the degree at which outputs are realized while minimizing costs associated with production.

Employee Efficiency: refers to the ability of an employee to do what is actually produced or performed with the same consumption of resources

Organization of the Study

The study is organized into five chapters. Chapter one deals with the introduction. It also presents the background of the study, the statement of the problem, purpose of the study, objectives of the study, the research questions and the scope of the study. It also presents the significance of the study, the delimitations, limitations, definition of terms, and organization of the study. Chapter two of the study reviews relevant literature. The chapter discusses various conceptual framework/model, theoretical frameworks and the empirical evidence for the study.

Chapter three is about the methodology used for the study. It highlights on the research design, population of the study and the sampling and sampling techniques used. It also presents the data collection tools/instruments, data analysis method and the ethical considerations taken by the researcher.

Chapter four analyses and present the data collected and discusses the results that were arrived at. The chapter analyses the data collected through the questionnaires in order to make meanings out of the data collected in order to achieve the objectives of the study set.

Chapter five of the study gives a summary of findings arrived after the study and gives fitting conclusions for study. The chapter also enlists the various recommendations suggested by the researcher.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the literature review for the study. It takes into critical account related past studies. The literature review is done based on the theoretical framework, conceptual definition and empirical evidence of related studies. Nevertheless, cogitations on effects of lateness to work shall be re-examined on the following sub-headings;

Conceptual Framework

To be able to capture the relationship existing between lateness and productivity of the non-teaching staff of the Ghana Education Service, a framework was developed. The diagram illustrates the relationship the between lateness (independent variable) and productivity (dependent variable). This means that this study is mainly concerned with how lateness among the non-teaching staff affects or influences productivity in the area of the study. The factors influencing or causing lateness, the effects of lateness, the remedies to lateness and how the remedies to could lead to increase in productivity are capture in the literature review. The conceptual framework is shown on figure 1 below.

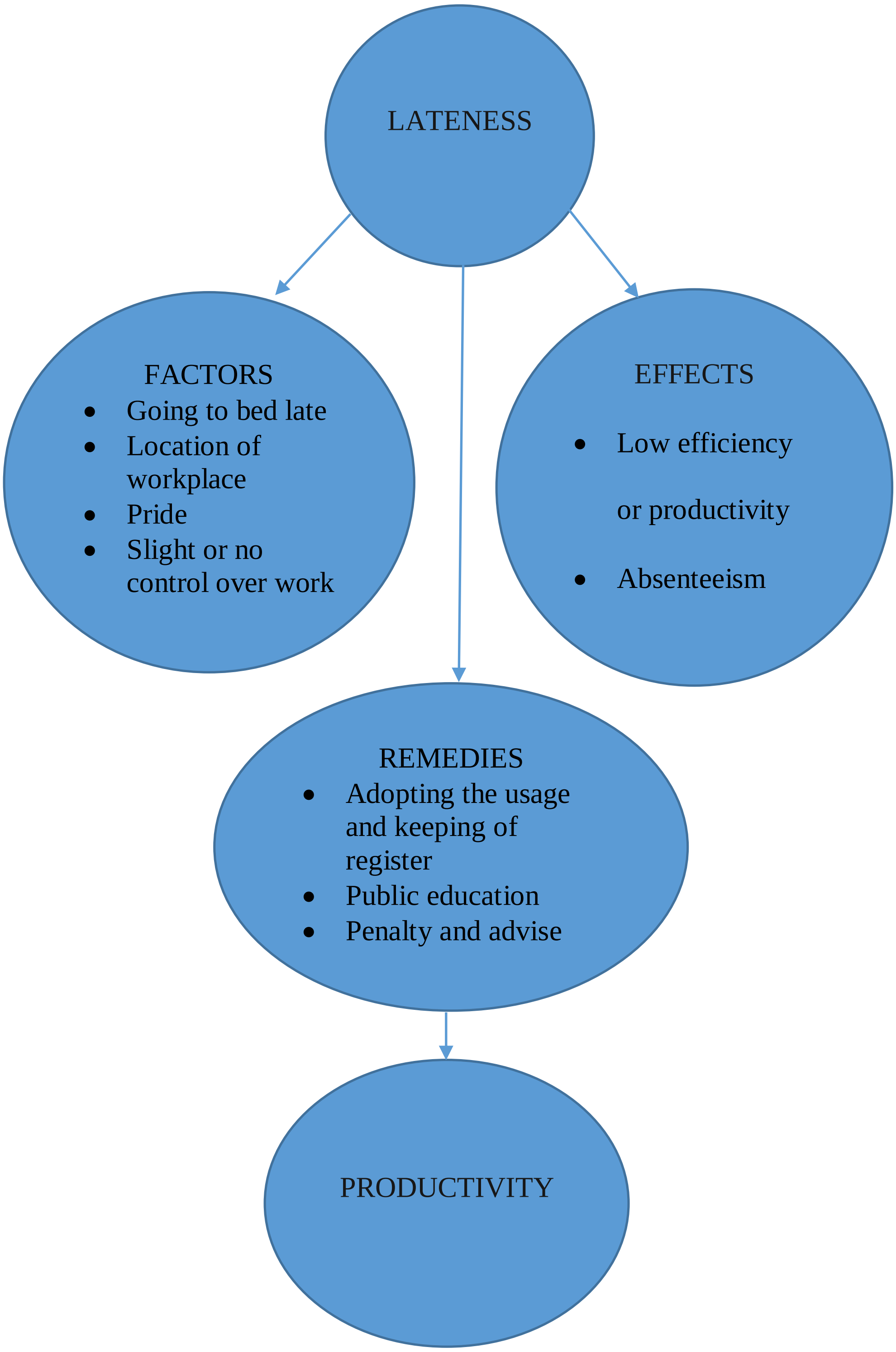

Figure 1: Lateness, factors causing lateness, effects, remedies, and productivity

Source: Author's construct (2020)

From the conceptual framework above, an employee arriving late to work may be attributed to numerous factors and these factors include; going to bed late, location of workplace, pride, slight or no control over work. And this has multiple effects on the productivity of the organization; low efficiency or productivity, Absenteeism, low confidence or moral among others. Adopting the use and keeping of register, public education and penalty and advice are the measures to ensure that employees report on time (remedies) leading to high productivity.

Theoretical Framework of the Study

The theoretical framework is the structure that can hold or support the theory of the research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists.

Progression of Job Withdrawal Theory

The progression of job withdrawal theory was propounded by Dan Farrell and James Peterson (2015). The theory postulates that workers cultivate a set of behaviour in an attempt to avoid certain work situation. Workers for this reason, develop a set of behaviour which includes behaviour change, physical withdrawal and psychological withdrawal (Farrell & Peterson, 2015). Physical withdrawal embraces lateness, absenteeism and internal transfer. Psychological withdrawal consists of employees becoming less productive through less job involvement and commitment to the organisation. This theory is applicable to the study because tardiness forms parts of the set of behaviours workers instill to avoid job situation. It could also be small salary, lack of incentive, location of workplace, minor instances like traffic jam and public transport problem, sickness and too much body care among others.

Lateness as a form of physical withdrawal gives GES workers the needed break from job dissatisfaction and stress. Employers may return to work with high motivation, which in return can ultimately increase organisational effectiveness.

Concept of Lateness

The word lateness comes from the Latin word ‘tardus’ meaning slow. Lateness therefore is a term used to describe people not turning up on time at their workplaces and other important functions (Lauby 2009). Shafritz (1980) also posited that lateness is the act of reaching your destination of work after the slated time. Lateness is tantamount to tardiness. Lateness to work have been a major issue in the country especially among individuals working with various public sector institutions. Time they say is a thrusting weapon that if you do not handle it with care will beat you, a measure and determinant of lateness (Bataineh 2014).

Managers of private and public organisations, Headmasters, Education Directors and even pastors are faced with numerous problems of which lateness as a dominating factor is no exemption (Dafiagbor and Nakpodia 2011). Globally, lateness is a contributing factor to various negative outcomes in both private and public sector organisations. Examples of these outcomes are low productivity, below standard outcome and low management turnover (Carbery, Garavan, O’Brien, & McDonnell, 2013). Hill also point out that lateness is a produce of negative job attitude swayed by factors such as salary, working hours and appreciation among others. Delonzor (2002), A research was conducted on tardiness and through that, three traits were identified as being common to late people. These traits were the deadliners, the makers and the preoccupied educators (DeLonzor 2012). The following are the explanations of the traits;

Deadliners: These individuals are attracted to the adrenaline surge of completing at the end of the day. They are slowpokes that need cut off times to keep incited. Tragically as they stood by too long to even consider beginning, they frequently experience difficulty meeting the necessary time span.

Makers: Makers are individuals who attempt to do a lot in too brief period. It implies that they over burden themselves.

Preoccupied Educators: They are people who easily get distracted because they are engaged with a lot of things.

A research conducted identified three main classification of lateness. These were chronic, unavoidable and avoidable lateness (Shapira-Lishchinsky, 2012).

Chronic lateness is associated with members of staff reaction to bad working condition.

Whereas unavoidable conditions occur when there are minor instances beyond employees' control such as public transit issues and traffic jam.

Avoidable lateness on the other hand occurs when workers have other important things to attend to than going to work on time.

Causes of Lateness

A lot of factors contribute to workers turning up late at work. Recent works analyses emphasise lateness as a variable caused not only by individual's demographic characteristics but also by the organisational environment and social context (Felfe & Schyns, 2014). Dafiaghor (2011), states that there exist several causes of lateness. Beneath are some of the major causes identified by Dafiaghor (2011);

Going to bed late, habit of waking up late, too much body care or body makeup, location of workplace, lack of effective punctuality policies at workplace are some courses of lateness to work.

However, long hours working is a contributing factor to lateness. Workers who are forced to over-work can get sick, depressed and tired. With this, it will be very difficult to show up early at work (Richard and Slane 2010).

Pride is also another cause of lateness, for instance, staff who thinks they are very productive to the organisation and without them there is going to be low productivity may not obey rules and regulations. And when it happens this way, managers give much attention to them and other workers may feel inferior and turn up late at work G. Blau, 2004).

Minor conditions, instances where there is a traffic jam, public transit issues. Workers cannot stay away from in light of the fact that it is a piece of life. It is anticipated from directors to show comprehensive and adaptability in favour of workers. Inability on the side of managers to understand may bring about low yields (Kasua, 2014).

Moreover, when employees come to a realisation that they have slight or no control over their work and work setting, career gratification is let down or diminished leading to greater instances of tardiness Dwyer & Ganster, 2008).

Furthermore, hereditary is also a factor to lateness. The habit of lateness can be passed on from one generation to another. In a family where the family members go to work late could be learnt by other members. For example, a

Ghanaian child who sees the father always going to work late may copy it (Peretomode, 2019).

In general, people who taken proper care and those who do not take proper care of themselves do fall sick. This is because sickness is unforeseen. A worker may get prepared to go to work and suddenly experience running stomach and as a result may be late at work. Sickness is a factor to lateness (Bataineh, 2014).

The following are other causes of lateness to work as indicated by various authors or scholars:

Low Commitment to Work

The individuals' commitment to work is one of the most important factors that influence the absenteeism or lateness of employees (Wooden, 2005). The attendance of the employees to work is influenced by the highest levels of commitment to the organisation. This means that employees who are highly committed to their organisations report to work regularly and on time as compared to those with low levels of commitment to their organisations.

Commitments to the organisation as well as the involvement of employees in their jobs are factors that can predict the lateness of employees (Blau, 2004). Various individuals that are highly committed to their organisations and are highly involved in their jobs display few cases of lateness at work as compared to individuals with a low commitment to their organisations and to their jobs.

Personal Characteristics

Gender: Gender has been identified to be a personal characteristic that affects the lateness of individuals from work. According to a research by (Steel

& Rentsch, 2005), women will be absent or late to work more than men. A reason given to this is the traditional labour division in the family; it indicates that women have more than an equal share in the raising of the child and housework. The second reason is the lower status given to the employment status of women which is a greater motivation for the women to be late to work (VandenHeuvel & Wooden, 2005). However, various results relating to the gender effect on lateness are not consistent.

Number of Children: Various studies (VandenHeuvel & Wooden, 2005) indicates that married people who have children were more often absent or late to work as compared to their colleagues who are not married. It was also revealed by (Bridges & Mumford 2001) that mothers whose children were younger than 2 years were often absent or late to work than their counterparts in different situations. The number of children as indicated by (Judge, Martocchio & Thoresen, 1999) affects lateness because family commitments such as child care.

Occupational Characteristics

Position Level: it was revealed by (Johns, 1997) that the higher an employee's position, the lower his rate of lateness. This assertion was supported by (Schwarzwald, Koslowsky & Shalit, 2002) who also indicated that employees who provide service were late because their promotions were delayed. Another study by (Joseph, 2005) among health workers indicated that the position of employees was one of the highest predictors of lateness as compared to the other indicators such as personal and occupation variables.

Salary: Various studies show that employees that are classified as high-salary earners tend to be less late from work. A study by (Winkelmann, 1999) found out that the salaries of German employees did not have any relationship with lateness and this was confirmed by (Gupta & Shaw, 2001).

The causes of lateness were also dealt extensively by (Evans, Walter & Palmer, 2002) who classified employee's lateness under three categories: Differences in lateness due to personal characteristic of individuals, Factors within the direct influence of organisations, and Factors external to the workplace

Personal Characteristics: The following personal characteristics were identified by (Harrison & Martocchio, 1998).

Age is one of the most studied causes of lateness. Studies examining the relationship between age, and lateness have resulted in mixed findings. The proponents of the argument that lateness increases with age argue that older staff will exhibit a lower latness rate than younger staff (Minor, et al., 2009). On the other hand, the opponents of the argument are of the view that lateness increases with age that older workers are expected to have higher lateness rates due to sickness attributed to old age. There is however a general agreement from research that younger people tend to have more frequent short spells of lateness whereas older people have fewer short spells are late longer in each spell, especially after the age of fifty (Huczyunski & Fitzpatrick, 1999).

Tenure: This refers to the time an employee has been working for the organisation. Proponents of the notion that, absence and lateness decrease with tenure argue that it may be attributed to the fact that employees with longer tenure normally have a higher degree of organisational commitment to the company and have a higher need for job stability. They may also achieve promotion to higher grade or status positions by virtue of their service.

However, there is an argument that absence or lateness increases with tenure which may be attributed to the fact that employees with a longer tenure are less dispensable and therefore less likely to be fired for any given level of lateness (Huczyunski & Fitzpatrick, 1999).

Marital status also influences lateness and appears to do so differentially by sex. Married men, perhaps because of their commitment and obligations to home and family life, are late less frequently than their single counterparts. Probably because of the same commitment, married female employees are late more frequently than their never married counterparts. Single man was found out by (Barmby, Ercolani & Treble, 2000) to have the lowest lateness rates whereas married women have the highest lateness rates which they attributed to the difference social responsibilities for gender groups outside the workplace.

Gender based lateness relationship indicates that women are later than males. It was revealed by (Barmby, Ercolani & Treble, 2000) that women are expected to be late more often since they are, traditionally seen, more inclined with taking care of the households. This was also supported by a study by (Dionne & Dostie, 2007) who indicated that women were more likely than men to be late but being married reduces lateness. They however did not find evidence that women with children had higher levels of lateness which they attributed perhaps to the notion that childcare is a more equally shared responsibility now than in the past.

The level of education also influences lateness. Studies indicate that workers who are better educated are thought of to be less late than their counterparts who are less educated. It was further by (Evans, Walter M and

Palmer 2002) that the more one is educated; the job status is higher and thus is likely to work in less hazardous conditions and therefore less prone to occupational hazards. Education was positively associated with lateness (Dionne & Dostie, 2007).

Employee Attitudes, Values and Expectations will depend partly on factors outside the workplace as a result of family, education, community, class and other influences in people's upbringing. Experience of work generally and for some people activities other than work will be more central to life goals will also influence the employee attitude. Where family responsibilities, hobbies or other non-work interests take precedence, it might be reasonable be expected that this will be conducive for higher absence or lateness to work (Evans, Walter M & Palmer, 2002).

Factors within the Direct Influence of the Organization: This consists of those variables that characterize the nature of the job and the surrounding work environment. Job satisfaction, working conditions, supervision and the like contribute to the lateness behaviour. Excessive hours of working, natural fatigue, monotonous work, poor supervision, and adverse working conditions all contribute to employee's absence from work (Singh, 2009). The following factors were proposed by (Evans, Walter M & Palmer, 2002):

i. **Work Designs**: Work designs are related to job satisfaction and motivation which in turn affects lateness. Work design according to (Evans, Walter M & Palmer, 2002). is characterized by division of labour and specialisation leads to efficiency since the worker gains expertise in a specific field, but it also culminates into boredom, apathy and minimum commitment to the job and the organisation since many work roles consist mainly of simple fragmented, routine and repetitive tasks. This in turn may lead to employees taking time off since there is minimal commitment due to low levels of autonomy, responsibility and decision making.

ii. **Stress**: Stress is increasingly being recognised as a significant cause of workplace lateness. Stress may be defined, as any external stimulus that produces wear and tear on a person's psychological or physical wellbeing (Odgers and Keeling, 2000). According to the two authors, work is the leading cause of stress. According to (Evans, Walter M & Palmer, 2002), the causes of work includes Poor working conditions, physical dangers and even the distraction caused by an open office can lead to employee stress. Career dissatisfaction is one of the most powerful predictors of lateness as well as being linked to the likelihood of leaving. Other factors leading to stress include, poor relationships at work, lack of consultation and little participation in decision-making. Managers can either cause or help prevent stress through how they manage people.

iii. **Leadership Style**: A number of studies have identified links between the style of first line supervisors and lateness behaviour in work groups. Since an employee can be a supervisor and be supervised at the same time, the direct effect of this hypothesised relation could be influenced. Another reason for these results may stem from the fact that the designed model controls for the influence of the level of education, where previous research did not. It could be assumed that employees with higher education work as supervisors more often.

iv. **Size of the Organisation**: The size of the organization and the work group size influence the rate of lateness of its employees. The larger the firm the later employees tends to be. In smaller companies, a single employee is relatively more important than in larger companies. When one employee is sick, there are fewer other employees who could potentially cover for this sick employee. In larger firms, people tend to work more in teams and do more complementary work which makes it easier to cover for a sick person's job. A support was further provided by (Leaker, 2008) who indicated from a report from the Chartered Institute of Personnel and Development (CIPD) in 2008; smaller organizations typically record lower levels of lateness because lateness is more disruptive and harder to cover for.

v. **Work Group Norms and Culture**: lateness levels may be associated with both formal and informal organisational socialization. The formal process which involves the communication to the new employees of the rules and standards of conduct of the organization, reinforced by the subsequent behaviour of those authorized to enforce them. With time people will tend to establish whether the rules operate in practice or are just a part of management rhetoric and can be ignored. Informal socialization on the other hand occurs where new employees on arrival within their work group learn what behaviour is appropriate and because people want to be accepted by the group, they tend to conform to the established norms. In the case of lateness, they learn by observation the lateness behaviour of the group and the consequences by their superiors.

Lateness is also caused by various organizational practices and policies such as fragmented job roles involving routine and repetitive tasks, minimum of variety and lack of opportunities to learn new skills tend to encourage higher levels of lateness levels. Sick pay policies also tend to influence the levels of lateness in an organization. It can be concluded that where generous sickness benefits are provided, lateness levels tend to rise.

Factors External to the Organization: they refer to potential causes of employee lateness that emanate mainly from outside the workplace and may therefore lie outside the immediate control of management. According to (Evans, Walter M & Palmer, 2002), these causes include the following.

(i) **Genuine Illness and Accident**: this influences the employee lateness. Lateness caused by sickness has its main attribution to incapacity related to illness or injury. Employees who are in poor health are more likely to suffer from illnesses and diseases, and, as such, more likely to use sick leave. Healthy workers in an organization are more likely to attend work, and when they are late, they tend to miss less time (Leigh 2001).

(ii) (ii) **Transport and Travel Difficulties**: this affects people's ability to go to work despite their willingness to do so. Some of the factors associated with these transport problems include the distance to work, traffic congestion, and standard of public transport system and weather conditions. A long distance coupled with bad weather or traffic congestion increases the likelihood of an employee not reporting to work. Employees living on the work premises have less lateness than those who walk to work. Bad weather is a deterrent to employees who walk to work as well as those who need to travel by more than one transport system in order to reach work (Borda &

Norman, 2007). (iii)**Alcohol and Substances Abuse**: there is an increased frequency of lateness from work among alcoholics and drug abusers (Borda & Norman, 2007). Every employee who is affected by substance abuse costs organisations billions, not only because of lateness, but also because of occupational accidents and loss of productivity (Nicholson,1997).

Effects of Lateness To Work

The lateness or tardiness to work negatively affects the success of every organization (Gervasini 2013). However, Jamal (1984) bring into being that employees morale and work motivation is waned when their co-workers are late. Not only are the employers affected by lateness but co-workers too. In the US, it was indicated that lateness to work cost the US businesses more than €3 billion each year (DeLonzor, 2012). Some of the effects associated with lateness by other researchers are as follows;

Low Efficiency or Productivity

A research by (Kasu, 2014) revealed that employee's late arrival at work puts the whole organization's production strategy into disorder. Lateness contrarily influences the efficiency level of the organization as well as the whole unit profitability. This is because workers don't report at right time to do what is expected of them to help the organization grow therefore leading to low productivity (Blau, 2004).

Low Confidence

Workers who report late to work may reflect low motivation and dissatisfaction at work which may influence other workers. This leads to low confidence among the employees of the organization. A research showed that feeling of low personal accomplishment may lead to a decline of competence and successful achievement of workers (Kocakulah, Bryan & Lynch, 2018). Thus, the lateness of workers to work does affect the productivity of the organization through low confidence.

Cost

Lateness has numerous budgetary and non-monetary related expenses. The impact of workers showing up late at work than expected to work is an interference and delay in start of services for customers at the inception of every organisation and this may cause the organisation to hire other non-permanent workers, reassign other employees and these are cost to the organisation. Also, management's reaction to lateness may incorporate the account of late events in the individual document and disciplinary surveys. Lateness reaction in reality is viewed as an exorbitant conduct for those involved (Koslowsky, et al. 2007).

Absenteeism

At times when a staff feels the extent of lateness is too much after reporting time, may just decide to be absent. This is a sign of low commitment to work because workers with high commitment to work will make sure they report to work on time. This has great impact on the organisation because when employees are absent, organisation incur extra cost of re-training of the replaced worker and also others would be required to work extra hours (Johns, Absenteeism and presenteeism: not at work or not working well 2008).

Excessive lateness is synonymous with various significant costs and negative effects. The cost associated with employee lateness is categorized into four categories as indicated by (Cascio & Boudreau, 2010). These are Costs associated with latecomers themselves, Costs associated with managing lateness problems, Costs associated with substitute employees and costs related to the reduced quantity or quality of work outputs.

Costs Associated with Latecomers themselves: These include employee benefits and salaries since the employee is still paid out during the absence of the employee in the organisation. It also includes time spent by supervisors counseling or reprimanding the late worker (Lawson, 1998).

Costs Associated with Managing Lateness Problems: This consists of those costs associated with the supervisors' time spent dealing with operational issues caused by the failure of one or more employee to come to work on time (Cascio & Boudreau, 2010). They include adjustments in work schedules which results in rise in the production costs.

Costs Associated with Substitute Employees: According to (Cascio & Boudreau, 2010), they include costs of overtime allowances to meet the delivery dates whereas the rates of overtime allowances are usually double the normal rates of salaries. There is also misallocation of skills and talents of employees for the substitute employees while human resource planning is rendered impossible. There is increased human resource complement to meet staffing needs. These costs also include training and monitoring of the substitute employee. Research shows that lateness is positively related to turnover. The resulting turnover also financially impacts a business because of the costs associated with finding and training a permanent replacement.

Costs Associated to Reduced Quantity and Quality of Work Outputs: they refer to the costs originating from the use of casual or replacement employees. This usually leads to an increase in machine downtime, rejection of finished products due to deterioration in quality of goods produced, increased scrap, lost efficiency in work crews, breakdown of machinery and consequent idle machine-hours (Lawson, 1998). They also include costs that burden employers financially due to lost productivity and also lead to loss of revenue from not meeting project schedules. This in turn leads to hampered supply to valued customers and poor customer service.

Remedies to Lateness at Work

Efforts have been made to curb lateness but unfortunately there seems to be no permanent remedy in addressing it by organizations all over the world (Ksaus, 2014).

Many scholars have indicated numerous measures to battle it. Some of them include; management adopting the usage and keeping of register that workers can record the time they report to work. This could help identify late arrivals and the organisation can find a way of dealing with them. In order not to manipulate the register, it should be kept at the manager's office and be kept open for a reasonable time for workers to sign (Squelch, 2010).

However, a research carried out by Dafiaghor & Nakpodia (2011) suggested that the staff of both private and public institutions should be educated on the negative implication lateness has on the productivity and other arrears of the organization. This should be done by individuals, government bodies and others through awareness creation.

Lateness among employee can be eradicated by penalty and advising (Greenberg, 2005). He said employee lateness is due to some reasons and if they are being counseled their problems can be addressed. Instances where, reasons given are not tangible, employees could be punished. By doing this, can help combat tardiness.

Organizations can have disciplinary controls when cases of lateness become severe. A system can be put in place to find out those who pretend to be sick when they are not, for example asking them to provide an evidence from a Doctor confirming they are sick. In a situation where their evidences are not satisfactory, then their salary may be reduced or they will be made to forfeit their personal days such as leave (Poirier 2003)

Research has shown that incentives could be used to curb lateness called the “carrot approach”. This incentive system can be used in several ways and one is that employers pay employees for being punctual throughout the year at the end of every year. According to Neuborne 2003, employers who used this approach confirmed that it worked for them. Some companies also offer a company party, a company picnic, or a corporate gift for perfect attendance (Poirier, 2003).

Organizations can create centres to help in the childcare of their employees to enable them concentrate on work. In a study by Brown (1999), he revealed that a company saved more than 2,500 lost days in one year, for creating a backup child-care program to enable parents to send their kids for care rather than miss work days simply because their babysitters could not show up. A corporate day care centre can help curb the issue of absenteeism.

Biometric system also known as the clocking system as suggested by Kasu (2014) is unbiased control measure. This system would register the time employees reported to work automatically which would not permit any manipulations. At the end of every month, the data would be extracted and used to pay part-time lecturers. For fulltime employees, it would be used as part of their assessment for promotion and other purposes. Generally, employees will perceive promotion to be fair if it is tied to attendance because it will be questionable to promote an employee with an abysmal attendance record to a leadership position where he/she will have to enforce attendance policies that he/she could not adhere to before being promoted.

With the use of the biometric clocking system however, there is the tendency of employees clocking their reporting time and then leaving the work premises to attend to private businesses. To prevent such a situation, CCTV cameras can be used at the entry and exit gates of the CAUC to monitor employees coming in and going out Kasu (2014). This will mean that employees can leave the premises only with permission. It can help to monitor how long they stay outside even during break.

In solving the issue of lateness to work, four steps in dealing with an employee who is habitually lateness was given (Morley, 2015).

Step1: Setting Ground Rules

Here, it is very crucial for workers to know what is expected of them. And the best way to do these is for employers to communicate to them late policy. The policy should outline the disciplinary actions that would be taken for employee who do not arrive at work on time. Additionally, the policy should not be too strict to give way to special situation that may arise, be fairly applicable throughout the workplace and most importantly specific employees should not be targeted.

Step 2: Documenting Violations and Counsel

In order to ensure that employees are disciplined and comes to work early, supervisors should record employees who arrive late at work. Workers should be given the chance to explain why they regular comes late to work and develops a solution that would be favorably for both the employee and employer. The outcome should be employee coming to work on time. Support and guidance should be provided for employees. Before lateness becomes excessive, it is better to have a council section with employee. First counsel serves as a warning and second instance would be a verbal one.

Step 3: Using Formal Discipline Process

If lateness persists, it may be necessary to take formal disciplinary actions. If step one and two fails at this juncture, employee should clearly be made aware of the effects of arriving late at work and the necessary action should be taken. It is better to preserve flexibility in any policy regarding employee conduct and discipline.

Step 4: Recognizing larger Workplace Issues can go a long way toward Fixing Issue

When an employer sees that lateness is becoming a bigger issue at the workplace, it is better for the employer to organise a training session for workers. Effectively managing this issue will result in significant cost saving, efficiency and involved workforce.

Concept of Productivity

Glen (2014) stated that the manufacturing sector is an ever-changing beast and every year, the industry is faced with fresh challenges. The author stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics. As a result, the images of manufacturing industries have been marred by low wages, high labour turnover, inadequate working conditions, poor productivity and productivity (Githinji, 2014).

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005). Bhatti (2007) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of productivity that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The productivity of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Productivity is a total measure of the efficiency or capacity to transform inputs that is raw materials into finished products or services. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality within a given time frame. It is suitable when measuring the actual output produced compared to the input of resources, taking time into consideration. Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

Employee Productivity

Jennifer and George (2006) Argued that the productivity of workers contribute directly to an organization's level of effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organizational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. According to Antomioni (1999) a worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified.

Mathis and John (2003) suggested that productivity refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used. The greater the level of organizational productivity, the greater the competitive edge. This is because the costs associated with the production of goods and services are lesser. Better productivity ratio do not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilized in producing the similar output. McNamara (2003) stated that productivity may be denoted in form of quality, quantity, time and cost. He also stated that evaluating productivity has to with measuring the length of time it takes an average employee to produce a specified level of output. Although measuring productivity may seem difficult, it is however very significant since it directly affects organizational profitability.

Brady (2000) claimed that none of the resources utilized for production in the workplace are so thoroughly examined as the human capital. Most of the activities carried out in HR Systems are intended to influence worker or organizational productivity. Compensation, evaluation systems, training and development, recruitment, job characteristics are HR responsibilities directly aimed at productivity. Bernardin (2007) clearly stated that the importance of motivational factors cannot be underestimated by an organization in increasing the productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers.

Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers productivity levels meet set goals and objectives of the organization (Yesufu, 2000). Therefore, an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

Efficiency

Efficiency on the other hand is productivity of estimated effects; specifically, productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision-making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

Motivational Factors affecting Productivity

Intrinsic Motivational Factors

Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization. Intrinsic motivation, derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Ryan & Deci, 2000). These factors are discussed below;

Employee Well-Being

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services.

Consequently, this has adversely affected the health, safety and general wellbeing of the workforce. Therefore, the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and fiscal productivity. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce.

Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, Cooper & Lin, 2013).

Finally, for health and well-being programs to be successful an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their relations are catered for. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of work. It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Baase (2009) stated that there are proofs showing that the health and wellbeing of an organization's labor force is inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers of labour are also very much aware of the importance of wellbeing programs and are concerned with seeking out better ways to improve employee wellbeing through various health protection and promotion benefit programs.

Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay (Mathis, 2003). Shellengarger (2001), also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done with a view to ensure that workers stay healthy and motivated thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity.

Relationship with Co-workers

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker's support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his productivity and productivity levels (Schaubroeck, Cotton & Jennings, 2005).

A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity. For instance, workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity (Mitchell & Ambrose, 2007).

Good relationships with co-workers are very effective in minimizing job stress and promoting harmony amongst the staff of an organization. This can be achieved through organized social functions aimed at promoting the bond between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et.al, 2012).

Such relationships with co-workers create room for flexibility in work scheduling, division of workload among others. Co-worker interactions play a huge part in determining the conduct of workers as regards productivity levels on the job. When workers are pleased, it is generally due to the fact that they are contented with their jobs. This is also reflected in the quality of their work.

Workers who derive pleasure in working with fellow workers are motivated beyond personal factors and are often engaged with their jobs (Robbins 2004).

Consequently, workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively and efficiently with the success of the organization in mind (Hoobler & Brass, 2006).

Relationship with Managers

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore, managers are to ensure that a deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013).

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

& Bajaj, 2013). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce. It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent relations as well as a strong sensitivity in management can a unified entity be built (Chapman & Goodwin, 2001).

Certainly, in large establishments, staying connected with a huge number of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses, however that doesn't always give the workers an assurance that their organizations care for them as individuals, therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base (Gillenson & Sanders, 2005).

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

Also, in present-day circumstances where the value of respect and trust are gradually diminishing, healthy relationships with managers or supervisors helps in securing the highest possible form of mutual respect and understanding amongst staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress. It does not only inspire higher levels of productivity on the part of the members of the workforce but also on the organizational productivity levels as a whole. Other recognized favorable effects in most organizations according to Wargborn (2008) comprises: increased productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively.

Workers ought to know what is required of them, not only in terms of their obligations and duties but also in standards of productivity.

Spector (2008), posited that an employee's relationship with his manager is also a basis for satisfaction Employees value relationship with their managers as the most important aspect of relationship with management (SHRM, 2014). When relationship with managers are cordial, with the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee’s productivity levels is likely to be higher (Lumley, Coetzee, Tladinyane & Ferreira, 2011).

In conclusion, Good employee-manager relations contribute meaningfully to the progress of the organization and aids in creating a world class organization. Failure to build such relationships in any organization will have an adverse effect on members of the workforce which may lead to productivity gaps (Vineet et.al, 2013).

Extrinsic Motivational Factors

Also, there are various forms of extrinsic motivation, this study focuses on an employee’s work environment, compensation as well as training and career development as factors that may influence an employee’s productivity levels in an organization. Extrinsic motivation, derived from outside the person or from those things that are external to the work or activity itself, positively influences behavior, productivity and productivity (Ryan & Deci, 2000). The above-mentioned factors are discussed below;

Work Environment

Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker’s environment in most organizations.

A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007).

Businesses are prone to risks and uncertainties as such the capacity of an organization to react effectively to the challenges posed by present-day dynamic nature of economic conditions will to a large extent be determined by how well an organization can effectively and efficiently use the human capital at its disposal.

Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of comfort which varies in terms of the work environment also predicts the degree of contentment as well as productivity level of workforces. This is because the productivity levels of the workforce would not be optimal, if the state of their work environments are not conducive. Better work environments augments worker's productivity. Kohun (1992), described an organization's work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and productivity levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2005). He cited several elements that constitute a toxic work environment therefore causing a decrease in productivity of employees and the organization as a whole. These elements are lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations and compensation. Yesufu (2000) claimed that the kind of conditions workers are subjected to physically in the work place is significant to output. Managing and sustaining a work environment effectively demands making sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

Compensation

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi & Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011).

Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words, you can say that compensation motivates employee for better productivity and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias and Jackson, 2003).

Also, overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Tyson, 1999). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi et.al, 2014).

According to Allis and Ryan (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - are a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to productivity.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organization is important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strive to be indispensable. They want to have a grip on every aspect of operations, which could also be favorable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give listening ears to their opinions as well as involve them in decision making processes (Lake, 2000).

Training and Career Development

In the aspect of management, training and career development is the area responsible for structural activities intended at enhancing the productivity as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. This is vital because workers who have been adequately trained and developed with the right educational qualifications and skills are capable of providing huge payoffs for their companies evident in their loyalty to the organization, sound knowledge and understanding of operations, improved productivity levels and their contributions to overall stability and future success of the firm.

The goal of engaging workers in training is to create the kind of effect that persists and can be sustained far beyond the period or duration of the training activity or program itself. The emphasis is on taking precise actions, decisions, steps as well as commitments that focuses employee attention on integrating freshly acquired skills and concepts in the workplace. It refers to the organisations, formal relentless effort and commitment in constantly improving the productivity level as well as contentment of its workforce through various means of skill acquisition and educational programs. Presently, these efforts in most companies have assumed an extensive and diverse form of applications ranging from trainings associated with specific highly skilled jobs to long term career growth. Today, training and career development has materialized as an official corporate function, a fundamental strategic tool used in enacting policies that aid in the achievement of an organization's vision, mission, goals and objectives. Furthermore, firms of different sizes have recognized the importance of training and have incorporated continuous learning and other features associated with training and career development as a way of supporting the progress of their workers and also as a means of securing highly skilled workers.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning.(Batram & Gibson, 2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job. All of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Bassanini, 2004).

Furthermore, most employers have found that educational and tuition aid assistance benefits are highly desired by employees. These programs have been found to aid employee retention and recruitment. The program normally covers part or all expenses related to formal educational courses as well as degree curriculums, including the expenses associated with books and laboratory supplies (Mathis, 2003). An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits are considered to be practical since it gratifies the workers and leads to an increase in productivity and is probably not expensive when compared to a possible increase in pay (Harris, 2001).

Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz et.al, 2012; Hamidi et.al, 2014; Lumley et.al, 2011; Spector, 1997).

Theories of Motivation

Several theories on the concept of motivation has been conceptualized decades ago namely content and process theories. Content or need theories are centered on the needs of a workforce while process theories focus more on behaviors associated with the workforce. According to Abbot and Doucouliagos (2003), content theories tend to acknowledge the basic necessities, incentives and the task or job itself as significant elements that contribute to job contentment while examining the internal factors influencing the conduct of members of a workforce. Examples include

Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's theory and Alderfer's ERG theory. Burns (2015) suggested that process theories try to describe how behavior is stimulated, directed, maintained and stopped. There are four main types of process theories namely Reinforcement, Expectancy, Equity, and Goal setting. However, only Maslow's need theory, Herzberg's two-factor theory and Vroom's expectancy theory are considered in this study. 2.2.1 Abraham Maslow's Hierarchy of Needs Theory

In the book titled Motivation and Personality, Abraham Maslow a distinguished psychologist postulated the Hierarchy of Needs theory (Maslow, 1954). He Stated that human needs can be categorized into five groups and that these groups can be organized in a pecking order ranging from the most important to the least important. These comprised needs such as basic or physiological, safety, belongingness, esteem as well as self-actualization needs. He was of the opinion that an individual is primarily motivated to fulfill physiological needs first before considering others. This is because physiological needs otherwise known as basic needs are essential for an individual's survival. As such once these basic needs are fulfilled, they are no longer perceived as primary motivational elements by the individual who now moves up the hierarchy seeking to fulfill safety needs. The process lingers pending when self-actualization needs are fulfilled. In a workplace, the logic to a certain extent is quite reasonable as workers who lack essential needs for continued existence such as food, air and water will barely be able to make any significant impact on productivity as such would put in little effort at work.

In support, Jennifer and George (2006) agreed that individuals from all walks of life strive to gratify five elementary needs: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs. They claimed that these needs form a hierarchy with the most fundamental need that is physiological and safety needs situated at the lowest part of the hierarchy (Jennifer & George, 2006). They were of the notion that needs at the lowest-level should be satisfied before greater needs can be satisfied.

This theory focuses on the notion that individuals are driven by unfulfilled needs, and that the fulfillment of needs at the bottom end of the pyramid only leads to the pursuit for the fulfillment of those at the higher end (Maslow, 1954). This theory suggested that for an individual to behave in an unselfish manner, every need has to be fulfilled that is both deficiency and growth needs. Therefore, in as much as individuals are interested in satisfying their desires, they are advancing towards growth, which is self-actualization.

In the business setting, this implies that if workers are unable to satisfy their desires, there would be a loss of morale to work and perform excellently in the discharge of their jobs to the organization. Maslow believed that needs can't be fully satisfied citing that needs that are more or less achieved stops to be a motivator. Therefore, managers in a bid to improve productivity need to recognize the position of members of its workforce in relation to the hierarchy so as to be able to motivate them accordingly bearing in mind that motivational tools should be tailored to meeting their desires (Robbins, 2001).

This theory presents businesses particularly in the area of management, an understanding of those elements that arouse or affect a worker's behavior and work productivity levels within a corporation. The theory posited that individuals have diverse needs that are active at different times and that only unfulfilled needs can affect behavior (Obikeze, 2005). Therefore, in order to adequately motivate employees at their place of work, managers are obligated to ascertain and understand the present needs of their workforce. Maslow's model specified basically that needs at the lower end such as physiological and security requirements must be fulfilled before the pursuit of those top-level motivators such as esteem and self-fulfillment.

Physiological Needs: represents those needs at the lower end of the pyramid which is also referred to as basic human needs. They involve the necessity to ensure satisfaction of the basic natural drives like food, air, water and shelter. Maslow is of the notion that organizations must provide workers with salaries or payments that assists them in meeting expenses associated with suitable living standards. James and Stoner (2009) also suggested that managers can aid in satisfying these needs by ensuring that workers pay are enough to assist them in catering for their needs sufficiently.

Safety Needs: this is the need for security constituting the need for safety, freedom from any form of injury be it physical, mental or fiscal terms. Such needs are stimulated after basic survival needs have been achieved. They refer to a worker's desire for safer and favorable work settings without any prospective fears or injuries. Businesses try to gratify such desires by providing their workforce with safety kits like helmets, health and well-being initiatives, safety equipment, safety wears and boots etc. The logic is to make sure workers are inspired to perform well and discharge their duties successfully devoid of tension or injury in a setting they assume to be secure. Executives can aid in catering for these needs by providing adequate job security, health aids and safer work surroundings.

Belongingness Needs: describes the desire of the workforce for a sense of belonging, approval, rapport and love. They are initiated after security requirements are fulfilled. These needs create room for members of a workforce to be associated and bond with themselves. Workers are moved to perform well in their jobs when there is a feeling of acceptance. By stimulating interactive relations among workers, organizing collective gatherings like holiday get-togethers' management can aid in satisfying those needs.

Esteem Needs: focuses on the needs of workers to be cherished and appreciated. It involves a worker's longing to be acknowledged and to have self-respect. When workers are elevated and recognized in their numerous work achievements, this kind of needs are fulfilled. Maslow stated that this type of needs is triggered after belongingness needs are gratified. Workers for example are moved to perform well if they are given awards for notable attainments in their jobs.

Self-Actualization Needs: is a worker's desire to attain self-satisfaction and individual growth. It is the desire of workers to evolve and make the most of their potentials. The idea is for workers to be driven to put in their best productivity for the organisation as long it provides room for them to attain self-satisfaction in their areas of expertise giving them the chance to be all they can be. Self-actualised workers represent prized resources to an organization and management can aid in satisfying this need by providing prospects for workers to utilize their skillset and talents to the maximum.

The aforementioned needs comprise Abraham Maslow's hierarchy of needs from the lower levels to the higher levels. He stated that people would attempt to placate those needs that are of utmost priority to them first. Employers in a bid to maximize workers' productivity have to seek ways to gratify their needs. This is because workers are only interested in performing well if their wants are well catered for.

Critique of the Theory

Maslow suggested that if individuals are nurtured in places where their necessities are not met, the probability that they will function healthy is unlikely compared to individuals whose needs were met given the environment they were brought up. Investigations challenging Maslow's theory has backed the distinctiveness existing amongst the basic or deficiency needs and the growth needs but show that not everyone has the ability to gratify their growth desires on the job. Based on findings from previous studies, managers at strategic levels or higher echelons of an organization are capable of satisfying both their growth and deficiency needs while those at operational or functional levels have the ability to gratify mainly their basic needs on the job.

Maslow's theory is yet to receive tremendous backing with regards to the precise concept it suggests (Greenberg & Baron 2003). To them his ideology seems to address the attitude of employees towards their job. They are of the opinion that his proposed theory is particularly ideal in defining the behavior of personnel whose growth needs are respectively high. Also, workers who do not fancy the ideology of an increase in growth needs may not appreciate any functional response to their work.

Centers and Bugental (2007) in one of their studies postulated that a worker's upbringing, altitudes and ambitions has an influence on a worker's needs, hopes as well as approach in evaluating situations. Also they identified three main reproaches associated with the need theory. (1) Inadequate experimental data to sustain their deductions (2) the assumption that personnel are identical, and (3) the said theory is not associated with the concept of motivation but are relatively principles of job fulfillment. This opinion was also shared by (Lawler, 2003)

Lawler (2003) in criticizing the theory of needs stated that his argument was that the concept made certain impractical assumptions concerning personnel such as (1) workers are identical (2) circumstances are similar and (3) there is an ultimate way of meeting needs. Basset-Jones and Lloyd (2004) also shared a common opinion.

Basset-Jones and Lloyd (2004) opined that most detractors of Abraham Maslow's theory believe that it is common and also a consequence of the nature and emotions of workers to take recognition for meeting their needs and to express frustration on those not fulfilled.

Although Maslow's theory was able to establish the fact that individuals have needs, it has failed to provide an acceptable linkage amongst specific need fulfillment and the realization of an establishment's goals and objectives. Also, it doesn't really provide solutions associated with the complications of personnel differences in motivation. This can only be done when process or mechanical theories are considered (Assam, 2002).

Abraham Maslow was commonly criticized because of his methodology. His selection and study of a small number of individuals that he himself acknowledged to be self-actualized leading him to draw conclusions or make generalizations about the concept of self-actualization did not sit well with his critics and called his methods into question. This is because such methods did not seem scientific in any way as it lacked systematic approach of carrying out a valid research.

Also, his ideology that lower needs be fulfilled before considering self-actualized needs while it may hold true in most cases were not justified in other cases as were seen in a few exceptions. These include individuals who were unable to cater for their deficiency or lower needs but were able to at least reveal or fulfill certain aspects of their self-actualization needs. Most of these individuals comprise several notable artistes, writers, poets, philosophers etc. Some like Galileo, Rembrandt, Toulouse Lautrec and van Gogh amongst others were said to have suffered from poverty, mental illness violent childhood, and depression.

Furthermore, the caliber of people Abraham Maslow considered for his study was called into question. This is because they represented a class of people that were close to perfect. Envision a person that matches the following picture: loving, fair, genuine, stress-free, independent, natural, resourceful, brilliant and pleasant. This kind of people are considered a rare breed as opposed to those we have today. As such he studied the likes of Lincoln, Einstein, Roosevelt Eleanor and others who represented his description of the best.

Noe (2006) argued that Maslow provided a logical explanation for the self-centered individualism witnessed in the past two decades. He believes that the theory with respect to self-actualization needs encourages individuals to seek after self-gain without considering the welfare of others who probably still haven't satisfied their physiological needs. However, he failed to realize that Maslow's ideology for individuals in pursuit of self-actualization comprised of individuals who were not in any way threatened by deficiency needs and were capable of helping others.

It is possible that Abraham Maslow was too positive in judging human nature and character. His notion of an inborn positivity is difficult to receive today with all the happenings of crime and violence all over the globe. Definitively humans are more than capable of exhibiting some form of goodness as Maslow envisioned but history has proven time and again that being reliable, devoted and supportive, sociable, polite and kind amongst other attributes is not the prevailing human propensity.

Relevance of the Theory

Maslow's theory although one of the earliest propounded theory of motivation is still very much relevant and applicable in present day organizational settings. Despite its shortcomings, it has been able to identify those needs that are peculiar to an individual and the effects it may have on an individual's productivity or productivity levels in an organization. Hence, it is vital that managers try to understand those needs affecting members of its workforce and provide adequate motivation tailored to suit or gratify those needs. In order to achieve high productivity levels from members of the workforce, the organization must consider employees the backbone of the organization as such an asset to the organization. Therefore, to ensure that workers remain highly productive and, in a bid, to achieve continuous growth, stability and success of the organization, Maslow's theory posits that the needs of the workforce must first be given due consideration.

Frederick Herzberg Two-Factor Theory

Frederick Herzberg maintained that two completely distinct set of factors determine employee behavior in organizations. These include Hygiene factors and Motivators. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators, meanwhile, factors which appeared to cause employees dissatisfaction were connected to the job context; and he referred to them as hygiene factors (Herzberg, 2000).

Hygiene factors are factors that will eliminate dissatisfaction when present; examples are company policy, basic needs, status, working environment, salary, supervision etc. while motivators are those factors that will result in demotivation and lack of interest in the job when not fulfilled and this could result in employees looking outside the organization for employment. Hygiene elements are described as upkeep elements considered important in evading dissatisfaction. On the other hand, these elements single-handedly do not ensure employee job fulfillment and high levels of motivation. These are factors not directly concerned with the job but concerned with the job context (Smerek & Peterson, 2007). These factors are termed hygiene factors because their presence ensures a reasonable level of satisfaction and their absence can cause dissatisfaction.

Hence, it is imperative that managers make available hygiene elements in order to minimize bases of employee dissatisfaction, however to it is much more important to ensure that motivators are present since these are the factors that motivate employees and eventually result in satisfaction. Motivators include job associated aspects including thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and growth, recognition for achievement (Lumley, Coetzee Tladinyane & Ferreira, 2011). Motivated and contented workers are better positioned to be more committed as such productive than those who are merely not dissatisfied.

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum productivity. Based on his work, Herzberg (1987) then posited that in order to ensure job satisfaction, the following conditions should be ensured in the organization; provision of achievement and advancement opportunities, recognition for productivity, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

The motivation-hygiene theory is therefore relevant for this research as it reveals that hygiene factors including supervision, pay and benefits, company policies, work environment are vital to avoid job dissatisfaction and motivators, which include, learning and development opportunities, challenging tasks, rewards and recognition for productivity, advancement and growth opportunities, ensuring fit between employee competencies and tasks are important to higher productivity levels from employees. Therefore, examining the relationship between motivation and productivity also anchors on this theory.

Hygiene Factors

Herzberg claimed that the lack of certain elements capable of causing dissatisfaction amongst members of a workforce are referred to as hygiene elements. These elements focus mainly on the characteristics of the job as well as other external concerns. The presence of these elements may not guarantee employee motivation but a lack of it might result in dissatisfaction. These elements consist of:

a. Salaries

b. Operational Conditions
c. Job Security
d. Level and quality of supervision
e. Business policies and managerial processes
f. Personal relations at work.

Motivation Factors

These factors refer to elements capable of provoking workers to improve their work-related productivity. Herzberg (1974), characterized these elements as intrinsic stating that they are largely concerned with the job design, and how it is integrated in achieving set goals. He asserted that managers aiming to attain enhanced productivity levels, must consider the inclusion of several factors in the job setting. This in turn allows for the development of inherent motivation within workers. These elements comprise:

a. Interest in the work
b. Recognition
c. Growth / development
d. Achievement

Motivators results from an internal disposition within workers. Herzberg (1974), stated that both hygiene and motivation methods should be applied concurrently. He cited that the absence of hygiene elements does not affect morale but causes dissatisfaction amongst workers. Likewise, the presence of those elements does not necessarily affect motivation, but leads to satisfaction among workers. Higher levels of motivation will certainly boost the morale of workers while lower levels of motivation will significantly decrease the general level of motivation. This will however not cause total discontentment but instead a sense of non-fulfillment.

Critique of the Theory

Schroder (2008) made use of the two-factor theory as the theoretical basis for a study comprising eight hundred and thirty-five college workers so as to ascertain the effect of demographical factors on job satisfaction. Findings from the research showed largely that job satisfaction was associated with age and educational achievements, and that the degree of intrinsic and extrinsic job satisfaction for diverse work-related groups differed. These conclusions disputed Herzberg's discoveries (Schroder, 2008). Furthermore, detractors of this theory claimed that Herzberg presumed an existing relationship between satisfaction and productivity in his study stressing more on satisfaction and ignoring productivity

Lin (2007) claimed that job contentment is multivariate in nature and the theory tends to oversimplify a complicated system of emotions and responses with inter-relationships amongst numerous factors. Shipley and Kiely (1986) supported the claim that the theory was a decent starting point for managers but should not be endorsed for strict applications owing to the over- simplicity of the concept. Stello (2011) also maintained that the theory tends to over-simplify job satisfaction and therefore should not be utilized as an ideal prototype. Also an examination of departmental workers of higher education in Uganda concluded that any given factor is capable of evoking job satisfaction or inducing dissatisfaction pending on situational variables in the work environment (Sesanga & Garrett, 2005).

Criticism levied at Herzberg's methods described the inclination for respondents to provide generally acceptable responses in their surveys, causing those factors that may influence dissatisfaction to be credited to extrinsic factors as opposed to intrinsic. Wargborn examined the pre-existing literatures citing this disapproval as a point of reference. Findings showed that

Herzberg's data was the result of such tendencies and should not be certified as a valid explanation of work-related behaviors (Wargborn, 2008).

Farr (1977) also examined this theory in connection to new approaches recommended in the field of industrial psychology. He was of the view that while Herzberg's contributions provide valuable insights into the worker's viewpoints as regards their workplace, he however erred as a researcher by accepting that the numbers used in data analysis generated information that could be generalized. Furthermore, his belief that his study may have led to the discovery of the causes of job satisfaction and dissatisfaction was erroneous (Farr, 1977). Although there are significant weaknesses associated with the theory it is still relevant to managers in the workplace.

Relevance of the Theory

Despite criticisms levied at the Two-Factor theory, it remains very important to organizations. It implies that managers and their organizations must constantly guarantee the adequacy of the hygiene factors to avoid dissatisfaction amongst members of the workforce. This is because employee dissatisfaction leads to loss of morale which in turn leads to a decrease in employee productivity levels. Also, managers must make sure that the kind of work or responsibilities assigned to employees is challenging, exciting and fulfilling so as to ensure workers are inspired to improve work related productivity levels. This theory lays emphasis on job-enrichment so as to encourage workers to be highly productive. Finally, to ensure that employees are highly productive, managers must ensure that the kind of task being assigned to the workers should maximally utilize their abilities and experiences. Focusing on the motivational factors can improve work-quality and productivity levels of both the employees and the organization as a whole.

Victor Vroom's Expectancy Theory

The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviors towards the job (Purvis, Zagenczyk & McCray, 2015; George & Jones, 2012). This theory specifically focuses on the personal evaluations of a workforce and their work place. It assesses the activities of workers based on their hopes and aspirations (Purvis, Zagenczyk & McCray, 2015). The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of productivity (George & Jones, 2012). This means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost (George & Jones, 2012).

The other concern is that workers would only be encouraged to perform at a particular level, if their productivity at this level would bring about preferred outcomes (George & Jones, 2012). Schedlitzki & Edwards (2014) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if they believe that they have the capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that workers will only be willing to put their energy to work if the outcome of both concerns are positive (George & Jones, 2012). This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome (Vroom, 1964; Lin, 2007). The theory outlines three key elements that determines a worker's level of motivation: valence, instrumentality, and expectancy (Estes & Polnick, 2012). From the theory, valence has to do with the worth that specific outcomes have to members of a workforce, and the need to achieve it (Estes & Polnick, 2012). They also claimed that outcomes are positively valent to a workforce if members of the workforce prefer achieving that outcome than not, as such workers prefer to evade outcomes that are negatively valent. (Vroom, 1964) described valence as a function of the desires, principles, goals, and sources of inspiration guiding workers. (Purvis, Zagenczyk & McCray, 2015) defined it as the level of individual attractions of the kind of benefits that accompany the attainment of set organizational objectives.

The logic here is that valence does not imply the actual fulfillment of outcomes, but rather the estimated fulfillment of futuristic outcomes, acting as motivators towards prospective actions in expectancy theory. As such it can be positively or negatively inclined in terms of outcomes, and may possibly vary in degrees and sizes (George & Jones, 2012). The degree of valence refers to how attractive or unattractive an outcome is to a worker. Furthermore, as described in the need theory, workers have a preference hence they tend to consider valent outcomes that gratify their needs (George & Jones, 2012).

In addition, the theory recommends that outcomes should be related to desired workplace behaviors, work productivity and productivity (George & Jones, 2012). This in relation to instrumentality, which is the second element associated with the theory, refers to the worker's beliefs and confidence that first level outcomes will lead to second level outcomes (Vroom, 1964). It can be defined as the perception of workers as regards the likelihood of performing effectively if they commit their energy, skills, and time creatively and innovatively in discharging their duties (Purvis, Zagenczyk & McCray, 2015).

Instrumentality is also directed towards achieving higher-order outcomes, and describes the extent at which primary level outcomes precede anticipated secondary level outcomes (Parashar, 2016). This is to say that workers will place high valence on productivity at higher levels when they believe that such a level of productivity is instrumental in gaining other gratifying outcomes (e.g. additional pay). Likewise, they will also place a high valence if productivity at higher levels is instrumental in preventing outcomes that they want to prevent (Estes & Polnick, 2012). Like valence, instrumentality may be positively or negatively inclined, and can also differ in size and magnitude (George & Jones, 2012). Furthermore, Instrumentality will probably be low if workers perceive that valued rewards accompany all levels of productivity (Estes & Polnick, 2012). High Instrumentality, that is where workers believe that with specific levels of productivity expected outcomes will be achieved, are very effective in motivating workers (George & Jones, 2012).At times, regardless of what workers perceive that extremely valent outcomes will result mainly from work productivity, workers may still not be inspired to perform at higher levels (George & Jones, 2012).

At this point, the third element of the theory referred to as expectancy is considered. Expectancy is the momentary belief regarding the possibility that a specific action will be accompanied by a specific outcome (Estes & Polnick, 2012). This belief is generally embedded in a particular worker's previous experiences, self-worth and how challenging the productivity standard or objective is perceived to be. Expectancy provides an in-depth understanding of why morale can be low even when instrumentality and valence is high, hence it is the perception that actions, or individual efforts, may lead to expected outcomes (Parashar, 2016). It claims that workers will be moved to perform at higher levels only if they believe they have the capacity to do so (George & Jones, 2012). This means that regardless of how valent or high instrumentality and other elements may be, if workers do not have the conviction that they can perform at a particular level, they will lack the motivation to do so. This validates the claim associated with the subject of self-efficacy that workers sometimes lack the conviction that their efforts will yield the desired level of productivity (George & Jones, 2012).

An Understanding of the elements in expectancy theory; valence, instrumentality, and expectancy, gives an idea of the reasons behind employee involvement in achieving preferred organizational outcomes (Purvis, Zagenczyk & McCray, 2015). Although these elements can individually affect employee motivation, they can however have a more influential effect on motivation if they are integrated (Estes and Polnick, 2012). It can also be established that these elements mentally affect the beliefs of workers, and triggers motivational forces that eventually influences employee behaviors.

George and Jones (2012) mentioned that for workers to be motivated and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high; workers must crave the outcomes that the organization offers. Secondly, instrumentality must be high, which means that workers perceive that they must perform at high levels if they are to achieve the outcome. Finally, expectancy must be high, indicating that workers must believe that working hard and committing their energy will bring about higher levels of productivity (George & Jones, 2012).

The theory suggested that if one amongst the three conditions is not fulfilled, there will be a lack of motivation (George & Jones, 2012). As such, workers must be convinced that performing assigned tasks at higher levels will lead to the achievement of desired outcomes, as regards the positivity of instrumentality, workers must believe that expected outcomes will be obtained, also for positive valent outcomes, workers must believe they can truly perform at a very high level if they commit their effort, leading to high expectancy (George & Jones, 2012).

This theory lays emphasis on the psychological processes concerning choice. It considers the self-interests associated with aligning rewards based on worker’s needs, wants and the relationships amongst desired behaviors, rewards and organizational goals. For businesses, it aids them in relating rewards directly to productivity while making sure that rewards are merited and appealing to workers. The theory assumes that behaviors result from deliberate choices amongst alternative outcomes with the objective of maximizing satisfaction and minimizing pain. Vroom recognized that a worker's productivity is centered on individual elements such as nature, abilities, knowledge, experience, qualifications and skills. He stated that effort, productivity and outcomes are related to employee motivation. Several elements comprising expectancy, instrumentality and valence were utilized in supporting the theory. Remarkably, this theory is a function of perception meaning that managers may feel that they have made available all things suitable for motivation, and although this might work for most of the employees in the organization, it does not guarantee that all the workers will be motivated by it.

This theory may appear to be most appropriate in a traditionally inclined work setting where a worker's level of motivation is dependent on whether they desire the reward offered for good productivity and if they are convinced that committing their effort will result in obtaining that reward. Although, it can be equally applied in situations where individuals do certain things because they anticipate a positive outcome.

For instance, an individual may recycle paper because of the thought that it is vital to preserve resources and take a standpoint on environmentally inclined matters (valence); also the individual's belief that the more effort they commit into recycling, the more paper they recycle (expectancy); and lastly the thought that as more papers are recycled the lesser the resource utilization (instrumentality). Therefore, the logic of the model is not based on selfish interests in rewards, but on the relations individuals make toward the estimation of an outcome and the commitment they make in achieving those outcomes. The theory projects that the workforce of an organization will be motivated if they are convinced that:

i. Committing their efforts will result in improved work productivity

ii. Improved work productivity will result in organizational rewards, like increase in salaries and other benefits

iii. Rewards offered are of value to members of the workforce.

In attempt to improve the productivity-outcome relationship, employers should consider using methods linking rewards strictly to productivity. Managers should make sure that rewards provided are merited and desired by the workers. As regards improving the effort-productivity relationship, management should participate in developing their workforce to improve their competencies and beliefs that more effort will certainly result in better productivity and productivity levels.

Critique of the Theory

This theory of motivation has specifically been targeted by a lot of critics, (Lawler, 2003; Porter & Lawler, 1968). It was initially proposed by Victor Vroom (Vroom, 1964). The criticisms levied against the theory are more of extensions to the original conceptions rather than deviations from them. In fact, Vroom made a self-declaration that the theory of motivation should subsequently be improved or upgraded with discoveries from the most recent studies.

One of the main criticisms associated with this theory is its simplicity. This is as a result of its failure to take into cognizance the various degrees of effort put in by a worker. Furthermore, the notion that certain rewards can induce workers to commit more efforts so as to attain the reward, but disregard the possibility that those rewards in question may have an adverse effect on the worker. For instance, an increase in salary may cause the worker higher taxes (Porter & Lawler, 1968).

It is also claimed that the simple nature of this theory is misleading because of the assumptions that if a manager offers a reward, like monetary increments or advancement, appealing enough to workers, they will raise their productivity levels to get the reward. Oliver (1974) viewed that this would only work if workers are certain that such rewards can satisfy their needs. For instance, a two-dollar increment in pay may not be appealing to workers if the increment drives them to a higher tax bracket making them believe that their total pay in actual terms have decreased. Equally, an advancement that offers a higher status but entails longer hours at work might be a restraining factor to workers who value their evenings and weekends with their family.

According to Stone & Henry (2003) the value of this theory from a manager's viewpoint is dependent on the manager's ability to make an assumption on the motivational strength of the reward in terms of how appealing and valuable it is for the workers. Therefore, it is imperative that use of rewards comply with the law of Effect where:

i. Positively rewarded productivity will tend to increase in frequency. ii. Negatively rewarded productivity will tend to reduce in frequency.
iii. The nature of the reinforcements as well as its timing will influence the frequency of the productivity.

Relevance of the Theory

Vroom's theoretical model finds application in driving worker productivity via motivation. The board of an organization can relate positive valence of workers to higher productivity, and make sure that the relationship is properly communicated to workers.

Managers, in numerous ways including mental tests or counseling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. To protect expectations, managers can ascertain the resources, kinds of training and level of supervision required. Also, managers need to make sure that the organization fulfills its promises concerning rewards and create that consciousness that the organization constantly fulfills its promises. This may call for a change in the organization's culture to improve communication and transparency.

However, this theory is very relevant to organizations because it does not only identify the reasons an employee performs his/her job but also gives employers and managers an insight on why they perform their jobs at certain levels. For example, the motive or motivation for showing up to work and finishing assigned jobs is a steady paycheck. On the other hand, this theory can give detailed information as to the reason workers choose to maintain perfect attendance and carry out their duties while producing high quality productivity. The reasons behind the expectations of workers who give thought to their manager's responses to high level productivity or high productivity levels is the need for positive evaluation or advancement.

Factors Affecting Motivation

Hellriegel (1996) proposed a number of factors that affect motivation. These factors are individual differences, job characteristics and organizational differences.

Individual Differences: are particular needs, beliefs, behaviors, interests and expertise that workers bring to the job. This is due to the fact that workers are naturally different as such what may appeal to one worker may not appeal to another. While some workers may be driven by financial benefits (pay) as such pursue jobs with high financial benefits other workers may pursue jobs that give them safety rather than more money.

Job Characteristics: describes the kind of task a worker is supposed to perform. It involves the limit, content and challenges associated with the task like the required skills to perform the task, the importance of the job and the kind of response that workers as regards the tasks they accomplish. For example, workers who see no worth in the job they do may find it degrading as opposed to those who get pleasure from carrying out their job. Such workers tend to be motivated and more productive than workers who do not.

Organizational Practices: are the guidelines and principles known as code of conducts, management practices, HRM procedures and reward systems organizations use to guide behavior of worker both inside and outside the firm. This means that how organizations choose to handle their workers play a huge role in the way workers see the organization which affects their commitment levels. Establishments that provide the right policies and reward systems its workers find appealing has a great chance of improving workers productivity levels thereby enhancing productivity of the firm.

Dilemma Managers face in Motivating Employees

Managers are conscious of the fact that their job entails achieving organizational objectives through the aid of their workforce. Therefore, they have a duty to ensure that members of the workforce are and stay adequately motivated if they are to achieve higher levels of productivity. Regrettably, most organizations and their management are often faced with the task of figuring out the right kind of rewards and suitable programs that would aid in keeping their workers motivated. This problem stems from common misconceptions surrounding the concept of motivation and the fulfillment of workers. It has been noted that most managers may not be great judges of employee motivation as they believe they are. As a matter of fact, people generally appear to constantly misjudge those elements driving employee motivation (Morse, 2003). A few of these misconceptions have been outlined and discoursed below.

(i) One-size-fits all reward and recognition: A lot of managers utilize this concept as a means of recognizing, rewarding and inspiring members of their workforce. However, the challenges associated with this type of program is that it fails to recognize those differences that are peculiar to members of the workforce. It is imperative to understand that employees may differ in terms of motives which may cause them to behave in diverse ways as they are motivated by different things.

Similarly, a worker's cultural values, level of education, religious background, and even sexual orientations may have an effect on what motivates them. It is therefore crucial that an organization tailor rewards and recognition in a manner that creates room to understand workers and their distinctive qualities (Atchison, 2003).

i. Money is the ultimate Motivator: The notion that money is the most important or only motivating factor was originally suggested by (Taylor, 1911). This misconception has misled managers in the sense that some of them either view money as the sole motivator of workers or tend to have a preference for financial rewards. Also, it should be noted that financial rewards can inspire workers to a certain limit; this is because when compensation is either low or considered unfair, it is demoralizing to workers. When it is high, it can also be seen as a de-motivator resulting in individual productivity and levels of productivity being altered in a bid to sustain high levels of compensation (Atchison, 2003). He further suggested that once monetary rewards can be predicted by workers it becomes a right instead of a motivator.

ii. Not everyone can be motivated: Managers with this point of view tend to disregard the idea of motivation in general. The fact is that every worker is motivated by one thing or the other, the challenge for managers is that whatever it is may not be job related that is in line with what the work entails (Morse, 2003). Therefore, the task of a manager is to ascertain those exact motivational elements that appeal to the workforce and seek ways of channeling them towards work associated behaviors (Manion, 2005).

iii. All motivation is either extrinsic or intrinsic: Some managers are of the opinion that motivation is either extrinsic or intrinsic and therefore concentrate on only one of them while disregarding the other. In most organizations, managers as well as members of the workforce appear to have a preference for extrinsic rewards however it is crucial for managers to recollect that naturally, various elements motivate workers and not necessarily one kind of extrinsic or intrinsic reward (Manion, 2005). Thus, it is essential that managers try as much as possible to deliver a mix of both types of reward so as to attain effective motivational tools and packages for the workforce. Putting aside the common misconceptions frequently affecting adequate motivational practices, packages and programs, (Bessel, Dicks, Wysocki & Kepner, 2002) also stated that managers are confronted with the predicament of figuring out those factors that actually motivate workers. They also mentioned that the absence of a suitable means of recognizing those elements are even more complicated as managers lack understanding in effecting excellent motivational programs aimed at increasing productivity and creating the right work environment (Bessel, Dicks, Wysocki & Kepner, 2002). They warned that managers should refrain from assuming that workers feel appreciated simply because they remain productive, or the idea that whatever appeals to them in terms of recognition and reward, will also appeal to others.

In conclusion, most managers in an effort to motivate their workers fail repeatedly because as soon as they figure out a way of motivating them, they stick to such methods without any attempt to vary them. Such repetitive actions usually end up losing its value thus becoming an ineffective means of motivating workers. Therefore, managers should be flexible in their approach to motivation.

The Nexus between Motivation and Productivity

Generally, studies conducted on the impact of motivation as it relates to workplace productivity has drawn significant attention in the aspect of management; however, it has been basically disregarded by most establishments. This may be due to the fact that the concept of motivation is complex and relative in the sense that what may appeal to an individual may not appeal to another (Reilly, 2003).

Generally, most organizations through the use of incentives seek out ways to motivate their work force. These incentives could be in form of good working conditions, work environment and compensation amongst others. Incentives are regarded as variable payments (monetary and nonmonetary) made to workers or a team of workers based on the quantity of output or results attained. On the other hand, it can be seen as payments made with the purpose of stimulating workers' productivity and productivity levels towards achieving greater objectives (Banjoko, 2006).

Incentives can also be described as any compensation with the exception of basic wages or salaries that varies based on the capacity of the workforce to attain certain standards, such as predetermined procedures and stated organizational goals and objectives (Martocchio, 2006). Therefore one can conclude that there is a link between motivation and productivity this is due to the fact that a lack of motivation leads to a decrease in productivity and vice versa.

Also, previous studies has revealed that at various points in time, low productivity levels have been documented in virtually all establishments be it government or private sectors in Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); also conclusions from further studies show that low levels of productivity can be elevated if workers are provided with adequate motivation which may or may not be financial (Tongo, 2005).

In terms of productivity, members of a workforce may vary in terms of how much value they bring to the organization, which is certainly not limited to the activities they perform but also how well they perform such activities; generally organizational productivity is largely dependent on the level of productivity of the workers and various departments that make up the organization. Therefore, it is imperative that organizations fairly reward their workforce based on relative productivity and productivity levels (Martocchio, 2006).

Finally, for workers to perform at higher levels, the organization has a crucial part to play in ensuring that it highly motivates the members of its workforce in order to attract, retain, and improve productivity levels of both workers and the organization as a whole (Reilly, 2003).

Empirical Evidence of Related Studies

This section of the chapter reviews the various studies on the effects of lateness on organizational productivity. The review focuses on the causes of lateness to work and its effects on the productivity of employees in particular and organisations at large. Among the authors who studies were reviewed include, Dafiaghor (2011), Kasu (2014), Weade (2014), (Veenstra, 2015), Maile and Olowoyo (2017 among others.

Numerous studies have been carried out on employee's lateness to work in the country. In a research conducted by Kasu, (2014) to examine the causes and effect of lateness and the challenges employers are facing in Ghana using the staff and management of Christ Apostolic University College, Kumasi, 50 employees and 2 management personnel were used. The researcher adopted both quantitative and qualitative approach to solicit responses from respondents. The outcome of the study shows that most workers turn up to work late due to low morale and has resulted in a decline in productivity. Managements point out that lateness is a human attitude and therefore difficult to change. Manipulation of attendance register and absenteeism among others were the main challenges encountered by employers (Kasu, 2014).

Similar study carried out by Veenstra (2015) to uncover the effects of tardiness on students' preference concerning instructors who always come on time, occasionally late and continually late in China. The study reveals that respondents prefer punctual teachers and equate positive qualities such as passionate, motivational, trustworthy and caring while instructors that arrive late to class more often than not were not viewed in such a positive manner. Instructors who arrive to class late credibility and respect are ruined which goes a long way to interfere with the learning process.

A study by Weade (2014) about the connection between work and school tardiness, among high school students in rural Wisconsin, US. The study reveales that, working students are more punctual at work than non-working students, have fewer unexcused school absences and have high GPA. The researcher elaborated that, students who are punctual at school will be punctual at work and students who are tardy at school will be tardy at work. The researcher utilised experimental study; control and experimental groups to test objectives.

Similarly, findings reveal that productivity of students in South Africa has drop due to the habit of lateness. A qualitative approach was utilised to fetch data from selected high schools (Maile & Olowoyo, 2017). This affirms a study by (Taylor, 2014), which demonstrated that tardiness negatively impacts academic productivity (Taylor, 2014). In a study conducted by Dafiaghor, (2011) about lateness, a major problem confronting school administrators in

Nigeria, Delta state, also indicated that lateness brings about ineffectiveness at work by way of administration.

Various studies have examined the effect of extrinsic and intrinsic motivation on a workers' productivity and productivity levels. Also, most of these studies have obtained different results from their analysis. For instance, Rewards that an individual receives be it intrinsic or extrinsic are very essential in understanding the concept of motivation. Previous studies have proposed that rewards lead to fulfillment and can affect a worker' to be affected, which directly influences the productivity as well as productivity levels of the employee. Lawler (1968) stated that certain elements affect worker's productivity levels in relation to their jobs. First, productivity is dependent on the amount of monetary or non-monetary benefits they actually receive as opposed to the amount they feel they deserve. Also, evaluating what other workers receive in comparison to their own affects their individual productivity, while the worker's contentment with both intrinsic and extrinsic rewards acquired has an effect on overall work productivity and productivity levels. Furthermore, workers vary largely in the rewards they crave and the degree of value they attribute to each reward. Finally, it is observed that extrinsic rewards tend to please workers more than intrinsic because they lead to the achievement of other rewards. As such, these observations propose the necessity for a diverse reward system.

The research carried out by Lin (2007) on the assessment of intrinsic and extrinsic motivation on employee productivity, The results gotten from the examination revealed that there was a significant correlation between extrinsic motivation and the productivity level of the workers, while that of intrinsic motivation was statistically less significant than extrinsic even though a correlation also existed between intrinsic factors and workers' productivity levels. As a result, implications of the findings for future study were stated.

Jibowo (|2007) in the study; motivation and workplace productivity amongst workers basically assumed the similar methods as (Herzberg, 2000). The study shows some supports for the impact of motivation on productivity. However more value was placed on extrinsic factors than intrinsic.

Another research by Centres and Bugental (2007), also based their inquiry on Herzberg's two factor theory of motivation, which divided job variables into several groups: hygiene factors and motivators. They utilized a population of 692 participants to test the rationality of the theory on worker effectiveness and efficiency levels. It was revealed that at higher professional levels, motivators or Intrinsic job elements were more appreciated, while at lower occupational levels hygiene factors or extrinsic job elements were more appreciated. As a result, they concluded that organizations that fulfills both intrinsic and extrinsic elements influencing employees' behavior are able to gain the best out of them.

Also, Taylor and Vest (1992) investigated the effect of financial incentives and its removal on workers productivity and productivity; it revealed that participants in the experimental group who received personal inducements performed better than those in the control group. Assam (2002) also examined the role of extrinsic and intrinsic motivation on productivity among Nigerian workers, it showed that using a sample of employees of high and low professional levels. The assumption that low income employees will be inherently motivated and highly productive was not validated, and the assumption that higher incomes employees will place great values on intrinsic motivational elements than low income employees was also not validated. This explicitly illustrates the degree of value workers place on extrinsic motivational elements even in the absence of any significant change in motivational levels across various classes of employees in the organization.

(Baase, 2009) perceived that poor compensation is linked to the profitability of an organization. Wage differences amongst high and low salary recipients was linked to the loss of morale, lack of commitment and low productivity. Also Nwachukwu (2004) attributed the decline in productivity levels of employees on some elements, amongst them is a company's failure to cater for the wellbeing of their staff, provide adequate compensation, training and career development, adequate working conditions, suitable working environment and failure to promote cordial relationships amongst co-workers, managers and their organizations which is very demoralizing to the workforce leading to reduced their levels of productivity.

An investigation which is of importance to this research, is that carried out by (Lake, 2000). He studied the relationship between motivation and job effectiveness of various workers taking into account their attitudes to the job in question. The study concluded that most workers placed more importance on extrinsic factors than intrinsic factors citing the need to satisfy other needs as a major criterion for their choice. He also noted that majority of the research participants cited poor work environment, inadequate working conditions and a lack of resources as factors affecting worker efficiency levels in most organizations.

Also, in a similar research, (Akerele, 2001) equated the comparative position of ten motivational tools such as pay, training, security, etc. considered external to the job, and other internal factors like employee well-being, good relationships with managers, responsibility etc. among 80 employees of an organization. It was assumed that greater value will be put on internal rather than external job factors. However, findings failed to validate the assumption as it was revealed that two extrinsic factors sufficient compensation and job safety were rated as the most important tools. The above are practical works undertaken by various scholars in the area of motivation and productivity. Based on these empirical examinations and conclusions, one may possibly deduce that both intrinsic and extrinsic motivational factors are very essential in improving workers productivity levels in the workplace. As such an individual's productivity levels, can be expected to result in higher productivity if the right motivational tools are put in place.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter elaborates the methodological issues adopted for the study. The chapter outlines the various ways and means through which the study was conducted. The chapter presents the research design, the profile of the study area, the target population and the sampling techniques adopted in choosing the respondents for the study. The chapter also elaborates on the data collection tool adopted and how the data collected were analyzed.

Research Design

This refers to the general plan of the study to be conducted. The study design elaborates on how the data needed for the study will be collected, the sources of data, the intent for the collection of the data and why the specific study design was adopted (Saunders, Lewis & Thornhill, 2007). Due to the nature and the objectives that the study sought to achieve, a descriptive research design was convenient and appropriate for the study and was adopted by the researcher.

The use of the descriptive research design enabled or facilitated the collection of data, examining the data and displaying the data gathered. This enables the researcher to dig into the how and why of the study (Patton & Cochran, 2002. The study design was also adopted to be able to describe the data and characteristics about the population under study.

Study Area

Sunyani Municipality is one of the twelve administrative districts in the Bono Region of Ghana. It lies between Latitudes 7^0 20'N and 7^0 05'N and

Longitudes 2^0 30'W and $2^0$10'W and shares boundaries with Sunyani West District to the North, Dormaa District to the West, Asutifi District to the South and Tano North District to the East. The municipality has a total land area of 829.3 Square Kilometres (320.1square miles). Sunyani also serves as the Regional Capital for the then Brong Ahafo and now Bono Region. One third of the total land area is not inhabited or cultivated which provides arable lands for future investment. The municipality falls within the wet Semi-Equatorial Climatic Zone of Ghana. The Sunyani Municipality lies within the middle belt of Ghana (Ghana Districts, 2006). The population density of the municipality is 122 persons per square kilometre (MPCU Computation, 2010).

The population of Sunyani Municipality as at September 2010 was 147, 301 (Ghana Statistical Service computation, Sunyani, 2010), with 47.6% being males and 50.4% being females. The municipality has a number senior high schools including Twene Amanfo Senior High Technical School, Sunyani Senior High School, St. James Seminary and Senior High School, Notre Damme Senior High School, Abesim Day Senior High School, etc.

The Municipal Director is the head of Education in the Municipality and assisted by the following:

1. Deputy Director in charge of Human Resource Management and Development
2. Deputy Director in charge of Finance and Administration
3. Deputy Director in charge of Supervision and Monitoring
4. Deputy Director in charge of Education Management Information System

The Municipality has the following schools and offices where the non-teaching staff are mostly found:

a) The Municipal Education Directorate
b) Sunyani Senior High School
c) Methodist Tech. Institute
d) Twene Amanfo Senior High Technical School
e) St. James Seminary/Senior High School
f) SDA SHS
g) Catholic Education Unit
h) Methodist Education Unit
i) SDA Education Unit
j) Presbyterian Education Unit
k) Assembles of God Education Unit

Population

The population of the study is the set of units which could involve either individuals or organisations within which a sample for a study is taken (Burns & Bush, 2010). For the nature of the study, the target population is the non-teaching staff and management of the Ghana Education Service within the Sunyani Municipality (Sunyani Municipal Education Information Sector 2019) as follows;

Table 1: Study Population

Group	Male	Female	Total
Management	6	2	8
Non-Teaching Staff	127	121	248
Total of Management and Non-Teaching Staff	133	123	256

Source: Adopted from EMS, Sunyani Municipal Education Directorate (2019)

The target population was chosen due to the position of the group in giving the required data for the conduction of the study.

Sample and Sampling Procedure

The process of sampling refers to the section of units within the population to be able to study them to represent the entire population (Black, 2010). In most instances such as this, the members of the target population cannot all be used for the study and when this happens, a portion of the population is selected to represent the entire population targeted. In choosing the sample, different techniques are adopted based on what the researcher sought to achieve or the nature of information the researcher sought to gather. With this study, a total population sampling which is a type of purposive sampling technique was adopted for the selecting of the respondents of the study. The researcher chose to study the entire population because the size of the population (non-teaching and management staff of GES) that has the particular set of characteristics of interest was relatively small. Therefore, if the researcher failed to include a small number of the non-teaching and management staff in this research, a significant piece of the puzzle that that the researcher was trying to understand may be missing.

Therefore, a sample size of 256 made up of 248 non-teaching and 8 management staff of the Ghana Education Service within the Sunyani Municipality was used for the study.

In the calculation of the sample size for the study, the researcher adopted the sample size formulae in choosing the sample size for the non-teaching staff used for the study. From a population size of 248 and an error term of 0.05 or 5%, below is demonstration of the calculation of the sample size for the study:

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

Where N= Population= 260 M = 12

e= Error term =0.05 St. = 246

$= \frac{260}{1+260*(0.005)^2}$ $\frac{12}{260}\ x\ 158 = 8$

$= \frac{248}{1+248\ (0.0025)}$ $\frac{246}{260}\ x\ 158$

$= \frac{248}{(1+0.62)}$ $= \frac{149}{7} = 150$

$$= \frac{260}{1.65}$$

$$= 157.57$$

$$N = 158\ (\text{non} - \text{teaching staff})$$

The sample size for the study based on the calculation above is 153 non-teaching staff of the Ghana Education service within the Sunyani Municipality. With regards to the management members, 8 out of the 12 presents within the Municipality were chosen for the study.

Data Collection Instrument

In collecting the data for the study, questionnaires were adopted and designed. The use of the questionnaires enabled the researcher to efficiently and economically get the data required for the study from the participants. Questionnaires are instruments that contain various questions for the purpose of collecting data from respondents (Burns & Bush , 2010). Aside the convenience provided by the questionnaires, it also adopted because it is not expensive and its easiness to use. The questionnaires for the study were designed based on the various objectives that the study sought to achieve. Due to the nature of the study, two different questionnaires were designed to collect data from the staff and the management of the Ghana Education Service at the Sunyani Municipality.

The analyses of the questionnaires were based on 5-point likert scale (Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1) and Neutral (0) to explain descriptive statistics.

Data Collection Procedure

The researcher got an authorization letter from Catholic University of Ghana, Fiapre, before embarking on the study. Prior to administering the questionnaire to non- teachin staff, permission was sought from heads of the schools. Headmasters and Headmistresses granted permission for the non-teachers to participate in the study. The questionnaires were administered by the researcher himself. The respondents were given two weeks grace period to fill the questionnaires before they were collected. The researcher was able to retrieve 96% of the questionnaires.

Data Processing and Analysis

In order for the data collected to make sense and to be able to draw various conclusions from them or for the objectives to be achieved, the data collected needs to be analysed. In doing so, the SPSS programme was used to analyse the data collected. The data was coded and then various statistical or quantitative analysis tools were adopted for the analysis. Tables showing frequencies and percentages were used to analyse the background data of the respondents, causes of lateness was anlysed using means and standard deviation computed from the Likert scale adopted. The final decision depended on the mean score of 3.0 as adopted by Aderonmu, Temitope, Adolphus and Telima, (2012). According to these researchers, any calculated mean ($\bar{x}$) that is above the mean rating (xr) of 3.0 is "Accepted" while calculated mean ($\bar{x}$) below the mean rating (xr) of 3.0 is "Rejected". In addition frequency tables, bar charts and pie chart were used to analyse other questions responded to by respondents. Effect of lateness on productivity was analysed using a likert scale and histogram, correlation analyses, and charts. Frequency tables and charts were used for subsequent research objectives

Ethical Consideration

The researcher ensured that various ethical issues associated with the study were adhered to. Such issues considered includes ensuring the confidentiality of the respondent, asking for permission before the data is collected and ensuring that the secondary data used were quoted accordingly. In ensuring that the privacy of the respondent is kept, the questionnaire did not contain any personal information that could link the respondent to the specific questionnaire. The permission of the respondents was sorted before the data was collected and the researchers also ensured that all works belonging to others were referenced as appropriate.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discussion of the findings with reference to the research objectives as guide from field surveys are presented with the use of (SPSS). This statistical tool is based on how easy it is to be used and the clarity of its presentation. The research was conducted on a total number of two hundred and fifty-six (248) non-teaching Staff of Ghana Education Service in the Sunyani Municipality out of which two hundred and forty (240) representing 97% responded to the questionnaire. In the case of management survey, six (6) representing 75% out of eight (8) responded to the questionnaire.

Data Presentation

This section outlines the Bio-data of respondents which contains their sex, ages, years in service and ranks/Departments.

Table 2: Bio-Data of Respondents

Variables	Frequency	Percentage (%)
SEX:		
Male	122	49.60
Female	124	50.40
Total	246	100.0
AGE:		
18-30	41	16.7
31-40	72	29.2
41-50	96	39.0
51-60	37	15.0
Total	246	100.0
YEARS IN SERVICE:		
Below 2yrs	14	5.7
2 – 6	53	21.5
7 -11	90	36.6
12yrs & above	89	36.2
Total	246	100.0
RANKS/ DEPARTMENTS		
Administration	93	37.8
Accounts	43	17.5
Works Department	77	31.3
Kitchen	33	13.4
Total	246	100

Source: Field survey (2020)

Gender of Respondents

From table 2, there were 122 males representing 49.6% of the total respondents. The remaining 124 respondents representing 50.4% were females. The table shows that the proportion of the respondents in terms of gender was approximately the same.

Age of Respondents

Majority of the respondents were between the age of 41 and 50 years which constitute 90 (39%) of the entire population. The lowest respondents are between 51 and 60, representing 15%.

Putting the majority respondents which is aged between 41 and 50 years which constitute 90 representing (39%) and the second highest majority respondents that are between 31 and 40 years which is also 29.3 % will range from 31 to 50 years representing 68.3% of the entire respondents as compared to the other respondents, one can say that the Municipality has a higher stronger and active working age group than weaker and ageing worker group.

Number of Year Employed

From table 1 above, majority of the respondents were in the service between 7 to 11 years representing a population of 90 and 36.6%, followed by those who were in the service for 12 and above years also representing 36.2%. The lowest respondents are below 2 yeas representing 5.6% of the respondents. In collusion on this part, it indicates that the Municipality has less experience group of workers.

Rank/Position of Respondent:

In table 1 above, the respondents were grouped into four (4) groupings quite different from the known grouping in GES. The Researcher, for easy analysis regrouped the respondents as follows; (1) Administration; Administration, Secretarial, Libarian, and Internal Auditor (2) Accounts: Accounts and Stores (3) Works Department: Tradesman, Workshop Supervisor, Home Economics Attendant, Lab. Technician, Cleaner, Labourer, Driver and Security (4) Kitchen: Matrons, Cooks, and Pantry-hands.

It is therefore evident that from a total of 246 respondents, majority of them were from the administrative category with 87 and 37.8% followed by the Works Department with 77 and 31.3%. The minority respondents were the kitchen department with 33 respondents, representing 13.4%, this was so because of the coronavirus, most of the kitchen staff could not be reached to be administered with the questionnaire.

Research Question One: Causes of Lateness among the Non-teaching Staff

This section seeks to find out the factors that contribute to lateness to work among Ghana Education Service (GES) Non-teaching Staff in the Sunyani Municipality.

Table 3: Staff's View on Causes of Lateness among Non-teaching Staff in GES:

Variables	Mean	Std. Deviation
Illness	3.90	1.15
Stress	3.29	1.15
Emotional issues	2.83	1.17
Alcohol abuse	2.08	1.19
Drug abuse	2.05	1.32
Family problems	3.50	1.24
Financial problems	3.29	1.28
Boredom	2.60	1.27
Leadership style	3.10	1.39
Conflict at work	2.70	1.28
Job satisfaction	2.46	1.31
Tolerance to lateness	2.94	1.39
Lack of reward	3.05	1.34
Work related problems	2.87	1.22
Unfair treatment	3.23	1.53
Lack of team work	2.98	1.33

Source: Field survey (2020)

The analyses of table 2 above was based on 5-point likert scale (Strongly Agree (5), Agree (4), Disagree Not Sure (3), Disagree (2) and Strongly Disagree (1) to explain descriptive statistics. Each of these scales was multiplied by each corresponding response to obtain the mean. The final decision depended on the mean score of 3.0 as adopted by Aderonmu, Temitope, Adolphus and Telima, (2012). According to these researchers, any calculated mean ($\bar{x}$) that is above the mean rating (xr) of 3.0 is "Accepted" while calculated mean ($\bar{x}$) below the mean rating (xr) of 3.0 is "Rejected". It can be realised from table 2 that illness, stress, family problems, financial problems, leadership style, lack of reward and unfair treatment had mean score above the bench mark mean of 3.0 hence accepted. The mean scores are presented on figure 2 below.

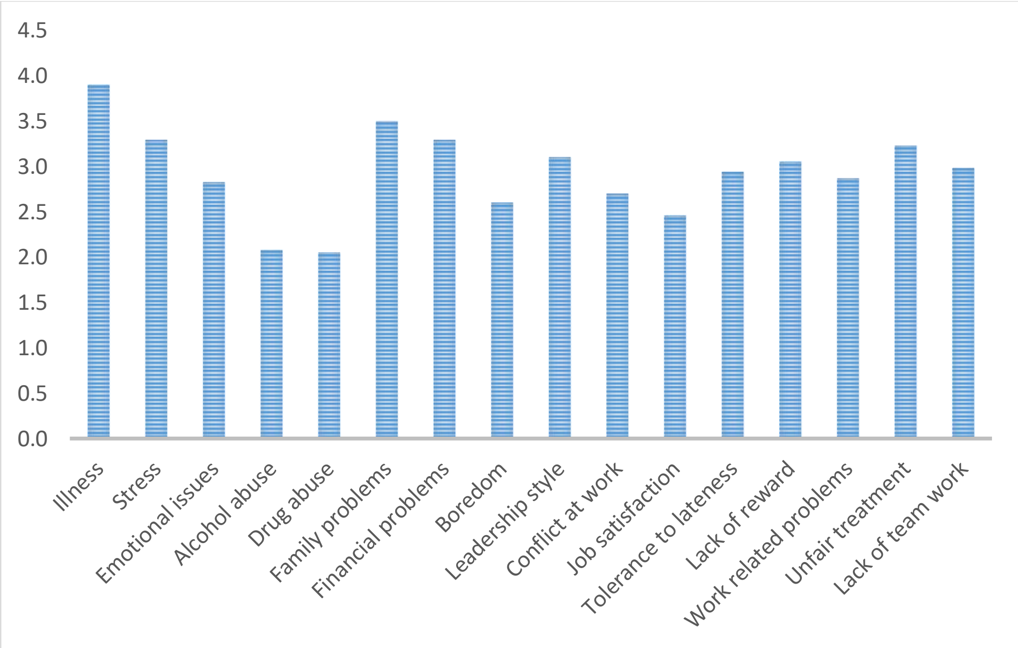

Figure 2: Mean score of causes of lateness

Source: Field survey (2020)

Figure 2 above illustrates the mean scores of the various causes of lateness among the non-teaching staff of the Ghana Education Service in the Sunyani Municipality. The causes of lateness could be ranked in the following order based on the computed means: illness, family problems, stress and financial problems, unfair treatment, leadership style, lack of reward, lack of team work, tolerance to lateness, work related problems, emotional stress, conflict at work, boredom, job satisfaction, alcohol abuse, and drug abuse. This means that the number one ranked cause of lateness is illness and the least ranked cause of lateness is drug abuse. The non-teaching staff were asked to provide other causes of lateness which are presented on table 4 below.

Table 4: Other Causes of Lateness Provided by Non-teaching Staff

Variables	Frequency	Percent
House Chores/Child school	54	22.5
Inadequate Motivation	35	14.6
Natural factor/Rain/Sickness	120	50
Transport/Distance	31	12.91
Total	240	100.0

Source: Field survey (2020)

The other causes of lateness among GES non-teaching staff in the Sunyani Municipality are shown on table 4 above. The major other cause of lateness among the non-teaching staff was found to be natural factor/rain/sickness as it obtained the highest percentage of 50%. The second major response which is house chores/ child's school was 22.5%. This is followed by inadequate motivation and transport/distance with 14.6% and 12.9% respectively. Pictorially, the above frequencies of other causes of lateness are presented on figure 3 below.

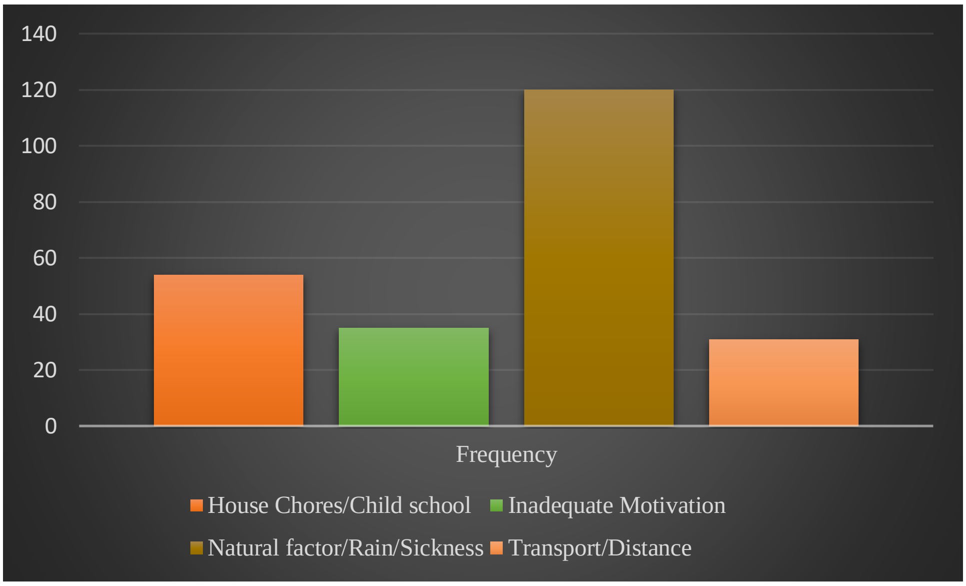

Figure 3: Other causes of lateness given by non-teaching staff

Source: Field survey (2020)

On the other hand, management response to causes of lateness among the non-teaching staff is presented on table 5 below.

Table 5: Management's View on Causes of Lateness Among the Non-Teaching Staff

Variables	Frequency	Percent
Financial Issues	1	17
Health Related Issues	1	17
Emotional Issues	1	17
Family Problems	2	32
Tolerance of Employees	1	17
Total	6	100

Source: Field survey (2020)

From table 5, financial issues, health related issues, emotional issues, and tolerance of employees each had 1 respondent representing 17%. Family issues had a frequency of 2 respondents representing 32%. It can be concluded from the table that majority of the management staff agreed that family issues were a major contributory factor to lateness among the non-teaching staff. The above data on table 5 above is presented on figure 4 below.

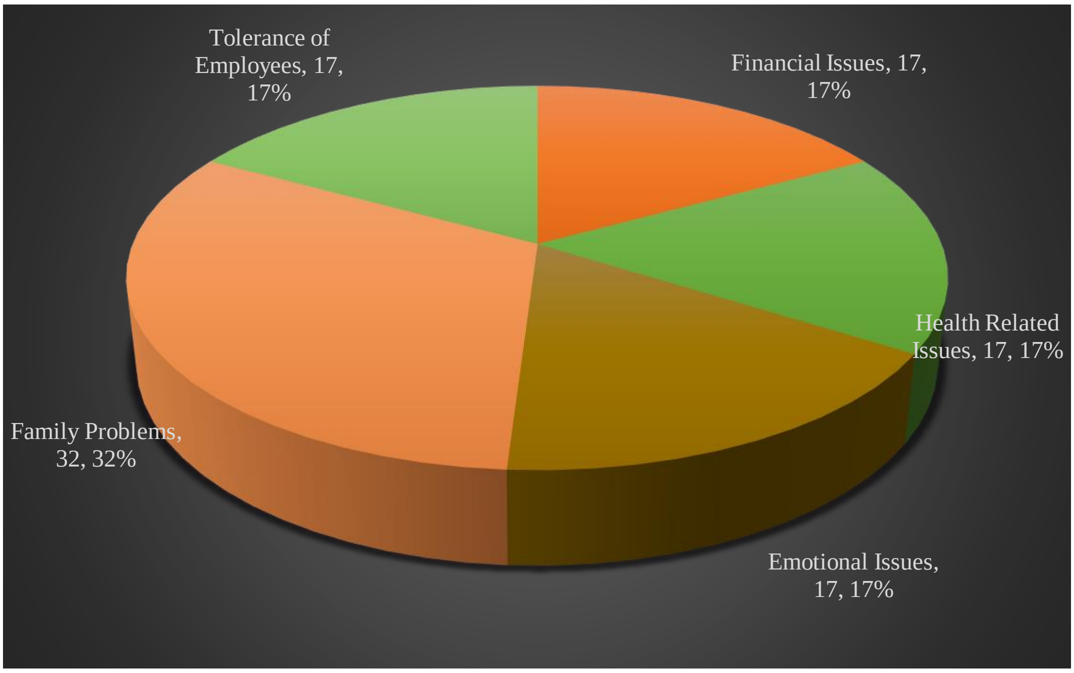

Figure 4: Management view on causes of lateness

Source: Field survey (2020)

From figure 5, the major cause of lateness among the non-teaching staff is family problems. This finding contradicts the response given by the non-teaching staff who state that major cause of lateness is illness.

Research Question Two: Effect of Lateness on employee Productivity

The main objective of this research question was to find out the impact of lateness on the productivity of the non-teaching staff. The results are presented on tables and figures below.

Table 6: Rating the Effects of Lateness on Productivity

Variables	Frequency	Percent
Very High	34	14.2
High	74	30.8
Average	80	33.3
Low	41	17.1
Very Low	11	4.6
Total	240	100.0

Source: Field survey (2020)

Table 6 shows how the non-teaching staff rated the effect of lateness on productivity among the non-teaching staff of GES in the Sunyani Municipality. Majority of respondents indicated that the effect of lateness on the productivity of the non-teaching staff is “Average” with a frequency score of 80 representing 33.3% and minority of them came out with a rate of “Very Low” by 11 respondents representing 4.6%. This is presented on figure 4 below.

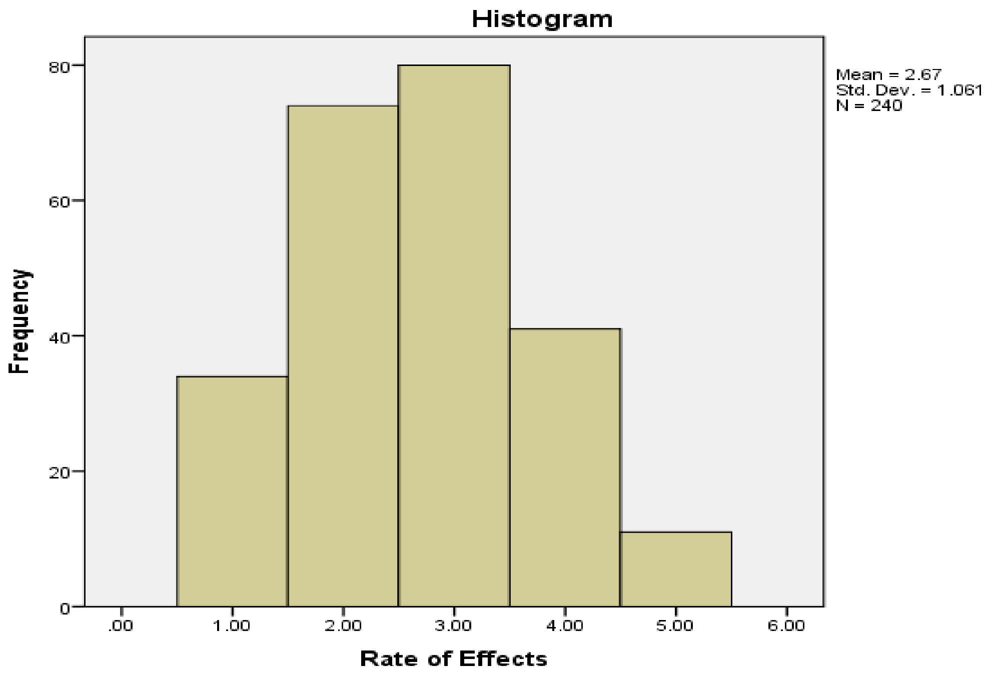

Figure 5: Rating the effects of lateness on activities or productivity by staff

Source: Field Survey 2020

Key: 1 = Very high, 2 = High, 3 = Average, 4 = Low

5 = Very Low

Table 7: Correlation between Lateness and Productivity

		Employee Lateness	Employee Productivity
Employee Lateness	Pearson Correlation	1	.089
	Sig. (2-tailed)		.170
	N	240	240
Employee Productivity	Pearson Correlation	.089	1
	Sig. (2-tailed)	.170	
	N	240	240

Source: Field survey (2020)

From table 7, employee lateness has a positive but weak 0.089 correlation or association with employee productivity with a significant value

0.17. This means that is not enough evidence to show that lateness affects productivity among the non-teaching of Ghana Education Service in the Sunyani Municipality. Also, employee productivity has a positive but weak association of 0.089 with a significant value of 0.17. This means that there was not enough evidence to support the argument employee productivity has any association with lateness of the non-teaching staff.

Table 8: Management's View on Effect of Lateness on Productivity

Variable	Frequency	Percent
Ineffectiveness	4	66
Demotivation to others	1	17
Brings about indiscipline	1	17
Total	6	100

Source: Field survey (2020)

From table 8, 4 respondents representing 66% were of the view that lateness contributes to the ineffectiveness of the organization, and 1 respondent each for demotivation to others and brings about indiscipline representing 17% each were also effects of lateness on organizational productivity. It could be observed that the majority of the management staff agreed that lateness contributes to the ineffectiveness of the Ghana Education Service in the Sunyani Municipality. Table 7 is presented on figure 6 below.

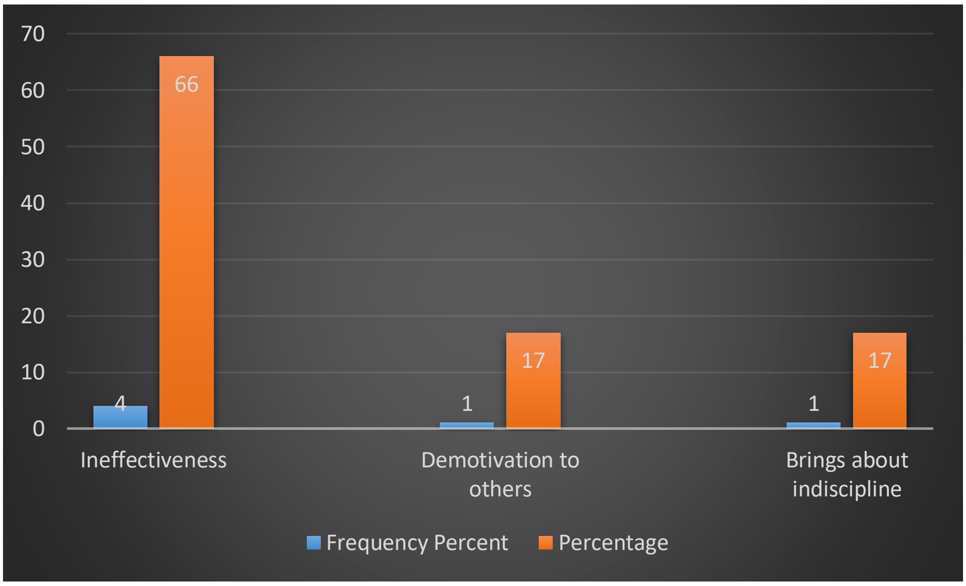

Figure 6: Management's view on effect of lateness on productivity

Source: Field survey (2020)

Research Question Three: Measures Used to Control Lateness

In finding out what are the control measures to lateness among the non-teaching staff of GES in the Sunyani Municipality, the respondents came out with the following.

Table 9: Staff's View on Measures Used by Management in Controlling Lateness

Variables	Frequency	Percent
Query/Rewards	73	30.4
Time book	61	25.4
Counselling	41	17.1
Discipline/Salary reduction	65	27.1
Total	240	100.0

Source: Field survey (2020)

From table 9 above, it was evident that the key measure to control lateness is the use of queries/rewards because majority of the respondents said query/rewards is the measure used to control lateness with a frequency of 73 representing 30.4%, followed by the use of other discipline measures and salary reduction with a frequency of 65 representing 27.1%. Though time book was seen to be the most popular document signed by employees at the time of arrival and exit time, employees did not see it as the best method to control lateness as 48 respondents representing 25% respondents saw it as a good measure. Counselling as a measure was the minority view with 41 respondents with 17.1%. It could be concluded that query/rewards was the major measure used to by management to control lateness

Table 10: Management's View on Measures to Control Lateness

Variables	Frequency	Percent
Time book	4	67
Query/Discipline	2	33
Total	6	100

Source: Field survey (2020)

From table 10, time book had a frequency of 4 representing 67% and query/discipline had a frequency of 2 representing 33%. It could be observed from the table that time book was the main tool used to check lateness among the staff.

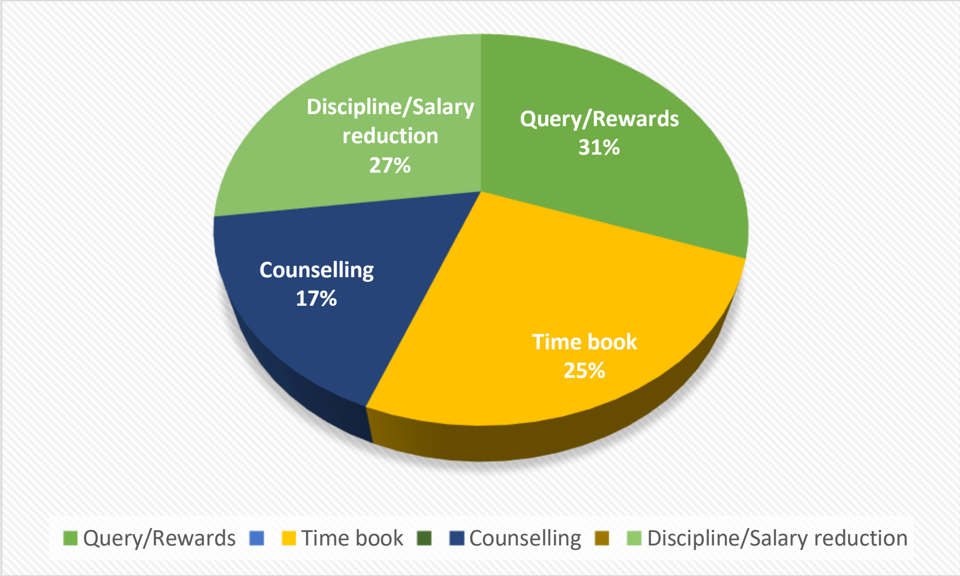

Figure 7: Management's view on measures to control lateness

Source: Field survey (2020)

Research Question Four: Challenges Faced by Management in Checking Lateness

Table 11: Challenges in Checking Lateness

Variable	Frequency	Percent
Lack of Policy	1	17
Lack of support from Senior Members	2	33
Financial	1	17
Lack of Employee Support to attempts by Management	2	33.0
Total	6	100

Source: Field survey (2020)

From table 11 above, lack of policy and financial challenges each had a frequency of 1 respondent representing 17% each, lack of support from senior members at and lack of employee support to attempts by management each had a frequency of 2 representing 33% each. It can be concluded from the table that the major challenges were lack of support from senior members at and lack of employee support to attempts by management. Figure 9 below illustrates the data on table 10.

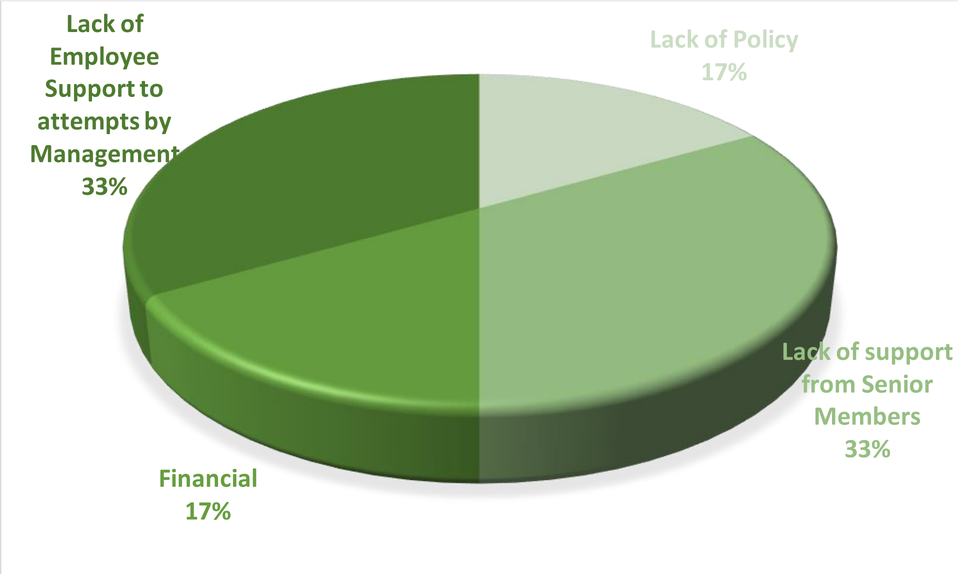

Figure 8: Challenges in Checking Lateness

Source: Field survey (2020)

Discussion of Results

Causes of Lateness

The significant causes of lateness found among the non-teaching staff as presented on table 3 and 4 were illness, stress, family problems, financial problems, leadership style, lack of reward and unfair treatment. From management point of view as illustrated on table family issues were a major contributory factor to lateness among the non-teaching staff. These causes of lateness could be classified as personal, organisational and external factors.

The significant personal factors found include family problems or issues, financial problems. Employee attitudes, values and expectations would depend partly on factors outside the workplace as a result of family, education, community, class and other influences in people's upbringing. Experience of work generally and for some people activities other than work will be more central to life goals will also influence the employee attitude. According to (Evans, Walter M & Palmer (2002), where family responsibilities, hobbies or other non-work interests take precedence, it might be reasonable be expected that this will be conducive for higher absence or lateness to work.

Organisational factors such as stress, leadership style, lack of rewards and unfair treatment were contributory factors to lateness among the non-teaching staff. According Evans, Walter M & Palmer (2002). Stress for example is increasingly being recognised as a significant cause of workplace lateness. According to (Evans, Walter M & Palmer, 2002), Poor working conditions, physical dangers and even the distraction caused by an open office can lead to employee stress. Managers can either cause or help prevent stress through how they manage people.

Illness and other natural factors could also lead to lateness. Lateness caused by sickness has its main attribution to incapacity related to illness or injury. According to Leigh (2001), Employees who are in poor health are more likely to suffer from illnesses and diseases, and, as such, more likely to use sick leave. Healthy workers in an organization are more likely to attend work, and when they are late, they tend to miss less time.

Lateness and its relationship with productivity in the Ghana Education Service

On the impact of lateness on productivity as indicated on table 6, majority of respondents rate the effect of lateness on productivity of the non-teaching staff as average. Also, there was not enough evidence to show as provided on table 7 that lateness affects productivity among the non-teaching of Ghana Education Service in the Sunyani Municipality. However, the majority of the management staff as shown on figure 6 agreed that lateness contributes to the ineffectiveness of the Ghana Education Service in the Sunyani Municipality. The view of the management is supported by the view of Kasu, (2014) and contradicts the result from the correlation analysis of the effect of lateness on productivity. Kasu (2014) revealed that employee's late arrival at work puts the whole organization's production strategy into disorder. Lateness contrarily influences the efficiency level of the organization as well as the whole unit profitability. This is because workers don't report at right time to do what is expected of them to help the organization grow therefore leading to low productivity (Blau, 2004).

Measures used in Controlling Lateness

Key measures given on tables 9 and 10 that could be used control lateness were queries/rewards disciplinary measures, salary reduction, and time book. According to Greenberg (2005), lateness among employee can be eradicated by penalty. He said employee lateness is due to some reasons and if they are being counseled their problems can be addressed. Instances where, reasons given are not tangible, employees could be punished. However, a research carried out by Dafiaghor & Nakpodia (2011) suggested that the staff of both private and public institutions should be educated on the negative implication lateness has on the productivity and other arrears of the organization. This should be done by individuals, government bodies and others through awareness creation. Management adopting the usage and keeping of register that workers can record the time they report to work. This could help identify late arrivals and the organisation can find a way of dealing with them. In order not to manipulate the register, it should be kept at the manager's office and be kept open for a reasonable time for workers to sign (Squelch, 2010).

Challenges faced by Managers in Controlling Lateness

It was found that management does not enjoy the support of senior staff and employees in checking lateness as presented on table 11. Inasmuch as the management tries to control lateness, attitude and commitment of employees and senior members of staff are paramount since they pose a challenge to controlling such employees.

A lot of factors contribute to workers turning up late at work. Recent works analyses emphasise lateness as a variable caused not only by individual's demographic characteristics but also by the organisational environment and social context (Felfe & Schyns, 2014). It is worth noting that, a positive general attitude toward the organization by an employee does not necessarily signify that the employee believes it is important to appear regularly and timely at the workplace hence can pose a challenge to controlling lateness.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

Introduction

This final chapter summarises the findings from the study, outlines the conclusion, recommendation and suggestions for further study based on the findings.

Summary of Findings

The purpose of the study was to find out the effects of lateness to work by non-teaching staff on the productivity of Ghana Education Service in the Sunyani Municipality. A descriptive research design was used to answer research question concerning the current status of the subject matter of the study. A sample size of 246 made up of 240 non-teaching and 6 management staff of the Ghana Education Service within the Sunyani Municipality was used for the study. In collecting the data for the study, questionnaires were adopted and designed.

A list of causes of factors affecting lateness among non-teaching staff in the Sunyani Municipality were identified. A limited number of indicators were used and then a statistical threshold (significance value) was set to 3.0. This means every mean score above 3.0 showed a significant indicator of lateness to work. The significant causes of lateness found were illness (Mean = 3.90), stress (Mean= 3.29), family problems (Mean = 3.50), financial problems (Mean = 3.29), leadership style (Mean =3.10), and unfair treatment (Mean = 3.23). The major other cause of lateness among the non-teaching staff was found to be natural factor/rain/sickness as it obtained the highest percentage of 50%.

Majority of management staff (32%) agreed that family issues were a major contributory factor to lateness among the non-teaching staff.

On the relationship of lateness with staff productivity, majority of respondents (33.3%) rated the effects on lateness on the activities and productivity of the non-teaching staff as average. Again, the analysis of correlation found that employee lateness has a positive but weak 0.089 correlation or association with employ productivity with a significant value of 0.17 and employee productivity had a positive but weak association of 0.089 with a significant value of 0.17. This means that there was not enough evidence to support the argument employee productivity has any association with lateness of the non-teaching staff. However, 66% of management staff were of the view that lateness contributes to the ineffectiveness of the Ghana Education Service in the Sunyani Municipality.

On measures used to check lateness among the non-teaching staff, majority (30.4%) of the respondents said queries/disciplinary measure was the key measure used. This was corroborated by majority (67%) of management staff. This was followed by the use of other disciplinary measures with 27.1%. Others were time book with 25% and counselling with 17.1%.

Lastly, lack of policy and financial had 17% each, lack of support from senior members at and lack of employee support to attempts by management each had 33%. It was found that lack of support from senior members at and lack of employee support to attempts by management were the main challenges faced my management in controlling lateness to work

Conclusions

Based on the findings of the study, it could be concluded that there were a number of causes of lateness among the non-teaching staff the Sunyani Municipality. Notable among causes of lateness found were illness, stress, family problems, financial problems, leadership style, and unfair treatment, and natural factor/rain/sickness. Majority of the non-teaching staff lateness to work does not have significant effect on their productivity. However, majority of management staff disagreed by stating that lateness contributes to the ineffectiveness of the Ghana Education Service in the Sunyani Municipality. Queries/disciplinary measure was the key measure used by management staff in controlling lateness. Finally, lack of support from senior members and lack of employee support to attempts by management were the main challenges faced my management in controlling lateness to work.

Recommendations

Based on the findings, the following recommendations are made.

1. Adequate and objective evaluation should be done by Ghana Education Service to determine the optimal combination of cash and non-cash incentives that motivate teachers towards optimal productivity of their schools.
2. Participatory decision making should be reinvigorated by school administrators in schools as non-teaching staff are de-motivated when decisions which they are not part are forced on them for implementation.
3. Workshops, seminars and forums should be organised for heads of educational institutions by Ghana Education Service on the need to motivate non-teaching staff to promote productivity

4. Management staff should communicate the official policy on lateness. The policy should outline the disciplinary actions that would be taken for employee who do not arrive at work on time. Additionally, the policy should not be too strict to give way to special situation that may arise, be fairly applicable throughout the workplace and most importantly specific employees should not be targeted.
5. In order to ensure that employees are disciplined and comes to work early, supervisors should record employees who arrive late at work. Workers should be given the chance to explain why they regular comes late to work and develops a solution that would be favorably for both the employee and employer. The outcome should be employee coming to work on time.
6. If lateness persists, it may be necessary to take formal disciplinary actions
7. Biometric clocking system could employ by management staff to check lateness to work

Suggestion for Further Research

This study focused on only non-teaching staff in Sunyani Municipality. It is suggested that the scope could be widened to cover teaching staff in the Sunyani Municipality, Bono Region or Ghana as whole in future studies.

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APPENDIX A

QUESTIONNAIRES FOR STAFF

Dear Respondent,

I am a final year student of the Catholic University College of Ghana. This questionnaire is administered to collect information for my study entitled: '***The Effects of Lateness to Work and Productivity in GES: A Case Study of the Non-Teaching Staff in the Sunyani Municipality'***. The study forms part of my studies towards the award of a master's degree in business administration. Thank you for taking time off your busy schedule to participate in this study. This questionnaire has been designed to solicit information for purely academic purposes. All the information given would be treated with the utmost confidentiality.

Thank you

PERSONAL DETAILS

1. Sex of the Respondents

Male [ ]   Female [ ]

2. Age of Respondents

18-30 [ ]   31-40 [ ]   41-50 [ ]   51-60 [ ]

3. Years of employment with GES

Below 2 years [ ]   2-6 yrs. [ ]   7- 11 yrs. [ ]   12 yrs. & above. [ ]

4. Position/Rank……………………………………………………………………

CAUSES OF LATENESS

Please tick the appropriate answer to the following questions. This section of the study sought to solicit information on the causes of lateness.

Using the key **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	**1**	**2**	**3**	**4**	**5**
5. I have been late from work owing to illness					
6. I have been late from work owing to stress					
7. I have been late from work owing to emotional issues					
8. I have been late from work owing to alcohol abuse					
9. I have been late from work owing to drug abuse					
10. I have been late owing to family problems					
11. I have been late from work owing to financial problems					
12. I have been late from work owing to boredom					
13. Leadership style of my supervisor has caused me to be late from work.					
14. Conflicts at work caused me to be late					
15. Job satisfaction has caused me to be late					
16. The tolerance from work for lateness causes me to be late.					
17. The lack for a reward system for excellence causes me to be late					
18. Various work-related problems have caused me to be late from work					
19. Unfair selection of employees causes me to be late from work					
20.Lack of teamwork spirit causes me to be late from work					

21. Aside the factors given above, please indicate other factors that causes you to be late for work.

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EFFECTS ON OPERATIONS

Please tick the appropriate response to the following statements. This section of the study sought to solicit information on how the lateness to work affects your operations. Using the key **1 = Strongly Disagree 2 = Disagree 3 = Not Sure 4 = Agree 5 = Strongly Agree**

Statement	**1**	**2**	**3**	**4**	**5**
24. Lateness affects my productivity					
25. Lateness demotivates us					
26. Lateness decreases efficiency					
27. Lateness decreases productivity					

28. Aside the effects given above, what are the other effects of lateness?

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29. Rate the Effects of Lateness on your activities or productivity.

Very High [ ] High [ ] Average [ ] Low [ ]

Very Low [ ]

MEASURES IN MANAGING

30. What measures have management kept in place to check lateness of employees?

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APPENDIX B

QUESTIONNAIRES FOR MANAGEMENT

Dear Respondent,

I am a final year student of the Catholic University College of Ghana. This questionnaire is administered to collect information for my study entitled: '***The Effects of Lateness to Work and Productivity in GES: A Case Study of the Non-Teaching Staff in the Sunyani Municipality'***. The study forms part of my studies towards the award of a master's degree in business administration. Thank you for taking time off your busy schedule to participate in this study. This questionnaire has been designed to solicit information for purely academic purposes. All the information given would be treated with the utmost confidentiality.

Thank you

1. Position/ Rank ……………………………………………………………
2. In your opinion, what are the causes of lateness at your institution?
   a) Job Satisfaction [ ]
   b) Financial Issues [ ]
   c) Health Related issues [ ]
   d) Drugs/Alcohol abuse [ ]
   e) Stress [ ]
   f) Emotional issues [ ]
   g) Family problems [ ]
   h) Leadership Style [ ]
   i) Conflicts among Employees [ ]
   j) Tolerance of Employers [ ]

3. What is the state/level of lateness of staff
    a) Very High [ ]
    b) High [ ]
    c) Low [ ]
    d) others [ ]
4. What percentage of staff are involved?
    a) 20% [ ]
    b) 30% [ ]
    c) 40% [ ]
    d) 50% [ ]
    e) Others [ ]

Specify………….……………………………………………………………

5. What measures have management put in place to check lateness?

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6. What are the challenges faced in the attempt to check lateness?
    a) Lack of policy [ ]
    b) Lack of support by senior managers [ ]
    c) Financial [ ]
    d) Favoritism [ ]
    e) Lack of Employee support to attempts by managers [ ]

f) Others [ ],

Please specify ……………………………………………………………………

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7. How does lateness affect the productivity of the organization?

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