

**UNIVERSITY OF CAPE COAST**

**EFFECTS OF MOTIVATION ON PRODUCTIVITY IN THE  
AGRICULTURAL SECTOR IN THE GHANA PRISONS SERVICE: A  
CASE STUDY OF THE MEDIUM SECURITY PRISON NSAWAM**

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BY

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HUMAN RESOURCE MANAGEMENT

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## **DECLARATION**

### **Candidate's Declaration**

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

Candidate's Signature:..... Date:.....

Name: Victor Blewusi Agbelengor

### **Supervisor's Declaration**

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

Supervisor's Signature:..... Date:.....

Name: Prof. I. K. Acheampong

## **ABSTRACT**

The Ghana Prisons Service engages in agriculture for two main reasons: for knowledge and skills acquisition in agriculture by the prisoners and to produce food for consumption.

There is the perception of low levels of productivity in agriculture in the Ghana Prisons Service. The study sought to determine the effects of motivation on increasing productivity in agriculture at Nsawam Medium Security Prison in order to achieve the reasons for which the Service engages in Agriculture.

The research used a survey design. Questionnaire was administered to a stratified randomly selected forty inmates and twenty officers deployed in the field of agriculture at the Prison. Data was collected on the background of respondents, perceived levels of productivity and motivational factors that can bring about increased productivity in the restrictive environment of imprisonment. The data collected from the questionnaire was organised into frequency tables and percentages.

The study confirmed the perception that productivity was low in the agricultural sector of the Medium Security Prison at Nsawam. It also revealed that the inmates, engaged in agricultural activities were not imbuing the desired attitude to take up agriculture as vocation in the prison and after imprisonment. The research showed a strong perception that provision of resources would help increase productivity. It highlighted certain motivational factors relating to recognition, self growth, work achievement and work environment as those factors that can lead to increased productivity in agriculture at the Nsawam Medium Security Prison and these factors are

recommended to the service to boost agricultural productivity. Furthermore, it is recommended that additional training be given the officers and inmates in agriculture, coupled with adequate provision of resources for production as well as intense supervision to meet targets.

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## **DEDICATION**

To my family.

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## LIST OF ACRONYMS

CEO	Chief Executive Officer
ERG	Existence, Relatedness and Growth
FAO	Food and Agriculture Organization
GNA	Ghana News Agency
ILO	International Labour Organization
ITP	Inmate Training and Productivity
MBO	Management by Objectives
MDA	Ministry, Department and Agency
nAch	Need for Achievement
nAff	Need for Affiliation
NCPA	National Centre for Policy Analysis – United States of America
NECA	Nigeria Employment Consultative Association
NEPAD	New Partnership for Africa’s Development
nPow	Need for Power
NRCD	National Redemption Council Decree
PREP	Post Release Employment Project
SPSS	Statistical Product for Service Solutions
VIE	Valence-Instrumentality-Expectancy

# **CHAPTER ONE**

## **INTRODUCTION**

### **Introduction**

This chapter deals with the Background to the Study, Statement of the Problem, Main Objective, Specific Objectives, Research Questions, Scope of the Study, Significance of the Study and Organisation of the Study.

### **Background to the study**

Prison as an institution and imprisonment as a punishment has been with man from time immemorial. In ancient times, palaces of kings and chiefs were places of keeping prisoners. These were the people used for all the hard and difficult tasks that were performed in the kingdoms or chiefdoms where they were kept. These duties were considered as the punishment for their misdeeds.

As man developed and society evolved with industrialization and the need for more labour force, slaves and prisoners were used to provide cheap labour to meet that need. The evolvement of present type of human administration came with it the provision of special places of confinement for these “social misfits”. The Prisoners were kept in strict confinement and were denied their freedom and on some occasions their rations as punishment. Modern imprisonment has to a large extent changed with the deemphasizing of the severe kind of punishment associated with earlier era of imprisonment. The punishment aspect has come with it the use of prison labour for productive ventures in recent times. Blair (2004) intimated that, the use of

prison labour produced \$2 billion worth of goods in the United States of America. China as a nation uses prison labour extensively to develop its economy. Blair (2004) cited Ellis Oscar Byron who as General Manager of the Shelby County Prisons system between the period of 1948 and 1961 reduced the use of county funds for prison food and clothing purchases by 60%. Byron reorganized agriculture and industry that enabled the prisoners to produce most of the food they consumed.

The Ghana Prison Service has its legal regimen from the Ghana Prisons Service Standing Orders (1960), The Prisons Regulations (1958), The Prisons Decree (NRCDC of 1972) and constitutional backing in Chapter 16, Article 205 of the 1992 Constitution. The service has been mandated to perform such functions such as safe custody, welfare, reformation and where possible the rehabilitation of the prisoners. The aspect of reformation confers on the service the training and use of the prison labour in such productive ventures as agriculture, industry and manufacture of various forms of crafts.

The history of the Ghana Prisons Service Agricultural Programme dates as far back as 1860. During this period, convict prisoners were permitted to make earnings by weaving straw hats for sale to the public and undertook farming to supplement their income (English Prisons Act, 1865). Sir Edward Asafo Adjaye Committee of Enquiry established in 1967 to look into Prisons conditions expressed the view that industry of which agriculture is part should be organized at two levels:

- Trade training essentially to teach skills for the use of producing articles for sale and providing semi-skilled and skilled individuals for employment on release; and

- Productivity and production of goods and services in the interest of government and economic development of the country.

The Commission observed that there was no agricultural policy in the service and cited Zimbabwe as an example where farms were organized on a large scale. The Commission recommended that agriculture be taken seriously and practiced on a large scale as an economic venture (Report of Asafo Adjaye Committee of Enquiry, 1967).

At the disposal of the prison service is a vast array of human resource that are being kept in the prison and are fed at the expense of the tax payer. In 2006 for example 22,769,818,687.40 cedis was allocated for the feeding of prison inmates, Baah (2006) (The Budget Statement of the Republic of Ghana on its economy, 2006). This large amount could be reduced if the service could go into production of food crops and animals to reduce the burden on government. Currently the government spends 60p on each inmate for feeding (GNA, 28<sup>th</sup> August, 2009) which though is woefully inadequate for the feeding of inmates, but in sum total, a huge drain on the national coffers. It is on record that, the late 1980s saw the Nsawam Medium Security Prison producing poultry for Ghana Airways, Bank of Ghana, Kingsway shop and fed the Accra establishments of the Service with maize when it was scarce. It did this with 240 prison inmates and 40 prison officers. During this period and the early 1990s the Prison Service was producing around 14% of the food consumed by the inmates as against the current production level of below 2% of the total inmate food consumption (Ghana Prisons Service Annual Report, 2006). In Uganda for instance, Prison labour produced 60% of the Prison requirement of food (ILO, 2004).



However in 2004, in the ILO definition of Prison labour, it classified it as forced labour. Gilmore (2004) describes Prison labour as a coercive labour force. This definition of prison labour as forced labour has placed a lot of impediment on the use of prison labour by signatories to the ILO conventions of which Ghana is one.

Many countries however give justification for the use of Prison labour for productive ventures as being backed by law. It is in the light of this justification and to obtain willingness on the part of the Prisoners who engage in the agricultural activities in the Prison that motivation of the Prisoners and the officers can lead to the increase productivity in the agricultural sector of the Medium Security Prison at Nsawam.

Human beings are complex and are influenced by many factors. Cole (1996) intimated that some people are motivated by monetary rewards, others by recognition, status, others a little freedom and others by a combination of monetary and non monetary rewards. Motivation serves as catalyst for good performance. Essentially, there is a gap between reality and the desired state and motivation helps to inspire individuals to bridge the gap. Thus, motivation is to induce workers to perform beyond their capabilities. It is therefore incumbent on organisations like the Ghana Prisons Service, who engage in productive ventures to within the confines of the regulations, rules and the laws under which they operate to adopt strategies to achieve high productivity.

The Ministries, Departments and Agencies (MDAs) Retention Funds Act 2007, Act 735 of the Parliament of the Republic of Ghana, authorizes the MDAs to keep 60% of all internally generated Funds. This has become a

driving force and a booster for higher productivity for all the MDAs including the Ghana Prisons Service.

It is therefore imperative that all MDAs including Ghana Prisons Service hence the Nsawam Medium Security Prison, strategically implement policies that will harness all the resources at its disposal to increase incomes and goods that it can produce to become a semi independent entity relieving government of the heavy burden of feeding inmates of the Prison. This the Service can do through boosting its agricultural productivity by the motivation of the Prison labour and officers involved in these ventures. This study is therefore aimed at looking at the effects that motivation can have on agricultural productivity at the Medium Security Prison at Nsawam, the types of motivation and the levels of productivity that may be attained.

### **Statement of the problem**

Prisons the world over have kept human resource behind bars and are feeding them at expense of the tax payer. The dwindling size of nations' economies and for that matter of Ghana requires that such an abundance of human resource which is a factor of production should not be wasted.

In the light of the increasing hunger and poverty and the periodic food shortages in the midst of confined human resource that could be used for production, motivation can be used as a means of drawing willingness from the prisoners to increase productivity in agriculture. In addition, it will help eliminate the tag of forced labour on the use of the prison labour in the agricultural sector of the prison.

This research therefore seeks to find out the influence that motivation can have on productivity and the forms that bring increase productivity to alleviate hunger and food shortages first in the prison and the nation at large.

### **Objective of the study**

To find out the influence of motivation on the productivity in agriculture in the Ghana Prisons Service: A case study of the Medium Security Prison, Nsawam.

Specifically the study seeks to:

- Find out the influence of background characteristics of officers and inmates on agricultural productivity.
- Find out the current level of productivity in the fields of agriculture.
- Measure the overall effect of motivation on output in agriculture.
- Assess the effect of reward system as a motivational factor on productivity of both officers and inmates in the field of agriculture.
- Determine the factors influencing productivity of inmates in the fields of agriculture
- Find out the effect of input supply on productivity in the field of agriculture.
- Provide recommendation on agricultural productivity to share holders

### **Research questions**

1. To what extent do background characteristics of prison officers and prison inmates influence productivity in agriculture?
2. What is the attitude of the officers and inmates towards agriculture?
3. What factors do officers and the prison inmates perceive as influencing agricultural productivity?
4. What are the perceptions of prison officers on the extent to which motivation can lead to increase in productivity?
5. What types of motivation is perceived to lead to increase in productivity by both officers and inmates?
6. Has the provision of resources any positive influence on the agricultural productivity levels at the prison establishment?

### **Scope of the study**

This study covered the influence of motivation on productivity in agriculture at the Medium Security Prison. The study looked at the production levels in the agricultural sector in relation to environmental influences such as regulations and provision of inputs. It also investigated the impact of monetary and other reward systems on productivity in the same sector. The study covered the period of the inception of agriculture in the Prisons Service as an economic productive venture with the perception of cost/benefit analysis as the main basis for production. It reviewed information available on production levels of officers and inmates with motivation and without motivation. The study was limited to only officers and the Prison inmates in the field of agriculture working at Nsawam Medium Security Prison and a sample size of

50% of officers and 40% of the inmates was used. All the production ventures in the agricultural sector were used for the study.

### **Significance of the study**

Agricultural productivity in general is low in Ghana. This has resulted in the massive importation of staple foods at very high cost to the detriment of growth in agriculture and the economy at large. Coupled with this is the fact that, poverty abounds and often results into certain anti social behaviours. These have resulted in a high number of our productive youth finding themselves behind bars. Furthermore these youth are fed at the expense of the tax payer whilst they are in prison without contributing much to the economy and their upkeep in the prison.

The Ghana Prisons Service operates under well defined set of rules, regulations and culture as an institution. All institutions are dynamic and so is the Prison Service. As a result, there is the need to change some of these regulations and culture to obtain the best from the service. Such changes are only made based on results from a credible research into the activities of the use of resources and productivity. The empirical evidence deduced can thus become the basis for looking at the needed changes so that the institution should not only be a drain on government coffers but a contributor to it.

Furthermore, the study is aimed at disabusing the minds of people concerning the use of prison labour as forced labour. This is because, if willingness can be obtained from prisoners in the production of goods obtained from prison production activities, then it cannot be termed as a form

of forced labour and the goods will be accepted in the open market in accordance with the ILO convention.

Results of the research will also be available upon request and approval of respondents and researcher to the service and other government institutions for designing and implementing new policies and programmes for the Ghana Prisons Service to make it a viable institution.

Finally, results of this research will serve as a reference material to the service and other non-governmental organisations who are interested in the Ghana Prisons for their work and for academic work.

### **Organisation of the study**

The study has being presented in five chapters. Chapter One dealt with the background to the study, statement of the problem, objective of the study, research questions, scope of the study, significance of the study and the organisation of the study.

Chapter Two dealt with review of related literature comprising, introduction, motivation, theories of motivation, productivity, conceptual frame work, measurement of productivity, factors affecting productivity, productivity in Agriculture and the use of prison labour in productive ventures, empirical literature and conclusion of the review.

Chapter Three consisted of the study area, research design, study population, sample, sample size and sampling technique, data collection, data management and data analysis. Chapter Four contained mainly the results and discussion of the results obtained from the research. The last chapter comprised summary, conclusions and recommendations.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **Introduction**

Growth and productivity growth is the desire of every person or institution. This desire is premised on the assumption that man is relatively better off with increase in productivity than in his/her former state. Increase in productivity therefore has under pin all the economic and social theories propounded over time. Related to this is the consideration of man or human beings as a factor of production. The output of other factors of production can be ascertained or calculated easily and scientifically whereas the output of Human being as a resource is difficult to calculate or estimate. Furthermore, the influence of human resource on the unit output of other factors of production is important and cannot be glossed over. It has therefore become imperative for players of the world economic order to coerce, motivate, supervise, and manage this essential factor of production, human resource to elicit from it, the best that can lead to increase in productivity.

This underlying fact is the basis for looking at literature on motivation, productivity in general and in the agricultural sector, prison and its activities in production ventures, and the influence of motivation on productivity.

## **Motivation**

Motivation has been defined variously by various authors. Kreitner (1995) defines motivation as the psychological process that gives behaviour purpose and direction. Buford, Bedian and Linder (1995) see motivation as a predisposition to behave in a purposive manner to achieve specific unmet needs.

Higgins (1994) similarly defines motivation as the internal drive to satisfy an unsatisfied need. Bedian (1993) looks at motivation simply as the will to achieve.

Donnelly, Gibson and Ivancevich (1994) define motivation as all those inner striving conditions described as wishes, desires, drive etc. Appleby (1994) says motivation is the way urges aspirations, drives and needs of human beings direct or control or explain their behaviours.

Mullins (1996) defines motivation as a driving force within an individual by which they attempt to achieve some goal in order to fulfill some needs or expectations. Motivation therefore is a set of processes that moves a person toward a goal. Thus motivated behaviours are voluntary choices controlled by the individual employee. The presence of an active need is expressed as an inner state of tension from which the individual seeks relief.

The above definitions points to the role of motivation in shaping behaviour and influencing work performance for higher productivity and this still remains incontrovertible. Mullins (1999) states that people deeply involved with their work have higher excellence and profitability. Motivation correlates productivity to a large extent. However, in certain situation they have little relationship. It is also known that, if a highly placed worker who



can influence productivity to a large extent decides to join a clique of worker saboteurs, they can sabotage an organisation's productivity. Similarly, wide spread dissatisfaction among workers can also lower productivity. Positively, a cohesive work group with high morale can influence others to join hands with it to work harder to increase productivity.

Many theories of motivation have been developed over the years based on the focus of the propounder. The focus is mainly on the supervisor (motivator) and the employee (motivatee). In discussing these theories of motivation the dimensional focuses, the motivator and motivatee will be the focal point of observance for their influence on behaviour pattern and the end result, productivity.

Rue and Byars (2001) state that it is not what the employer does to the employees but it is the creation of conditions that are conducive to work that brings out innate drive to work harder in order to achieve high productivity. This is in line with Steers and Porters (1975) thinking that behaviour gets started, energized, sustained, directed and stopped as a kind of subjective reaction to conditions present in an organisation. From the thinking, it is clear that work conditions are very important motivating factors that influence behaviour pattern that ultimately results in levels of productivity. Thus, motivation deals with dependent and independent variables relationships. It explains the direction, aptitude and persistence of an individual's behaviour holding constant the constraints and tasks operating in the working environment (Campbell and Pritchard, 1979).

Cole (1996) states that motivation is the process both instinctive and rational by which people seek to satisfy the basic desires and perceived goals

which trigger human behaviour. Cole (2002) went on further to define motivation as a process in which people choose between alternative forms of behaviour in order to attain personal goals. The above authors in looking at motivation have tried to establish it as an intrinsic action brought about by external influences with the view of achieving something personal for good or bad.

Kreitner and Kinicki (2001) say motivation refers to those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. It means by studying motivation we are concerned with things that influence people to behave in certain ways. These things are grouped into three components namely,

- Direction: what a person is trying to do;
- Effort: how hard a person is trying; and
- Persistence: how long a person keeps trying to achieve a particular goal.

Thus motivating people involve getting people to move in a direction you want them to go, getting them to put in as much effort as possible, and getting them to persist even if the going gets tough, without forcing them.

According to Mullins (1999), four common characteristics underline the definition of motivation.

First, he states that motivation is typified as an individual phenomenon. It means every person is unique and motivation is a personal thing, influenced by many variables.

Secondly, motivation is usually described as intentional. The assumption is that motivation is under the workers control and behaviour that

are influenced by motivation such as effort expended are seen as choices of action.

Thirdly, that motivation is multifaceted and two factors of great importance are:

- Arousal factors and
- Choice of behaviour

Finally that motivation is aimed at predicting a behaviour pattern. That is a person is motivated when he expects that a course of action will lead to the achievement of a goal and a valued reward that satisfies his needs. If the goal is achieved, then the behaviour will be repeated.

### **Theories of motivation**

In discussing theories of motivation, a bird's eye view would be taken on types of motivation and how these have led to theories that were propounded on motivation.

The two types of motivation originally identified are the Intrinsic and Extrinsic type of motivation (Herzberg, 1957).

Intrinsic motivation: Are self-generated factors that influence people to behave in a particular way or move in a particular direction. These may include: responsibility leading to a feeling that a work is important and having one's own resources, freedom to act, scope to use and develop skills and abilities, interesting work, challenging work and opportunities for advancement.

Extrinsic motivation: Are things that are done to or for people to motivate them for a course of action and may include rewards such as increased pays, praise, promotion, and such others as punishments or disciplinary actions.

The implications of the above discussed types of motivation are that whilst intrinsic motivation are concerned with the quality of working life and likely to have a deeper and longer term effect because they are inherent, the effect of extrinsic motivation can have immediate and powerful influence on course of action but may not necessarily last long because they are imposed.

### **Traditional view point**

McGregor (1960) labelled the traditional viewpoint of motivation as Theory X. This view assumes that, for the average worker, work is inherently distasteful. It states that what one does as work is less important than what one earns for doing it. That the individual by nature is self-centered inclined to be lazy and prefers to be led rather than take responsibility. This viewpoint was labelled by F.W. Taylor as the rational economic need approach and that workers would be motivated by obtaining the highest possible wages.

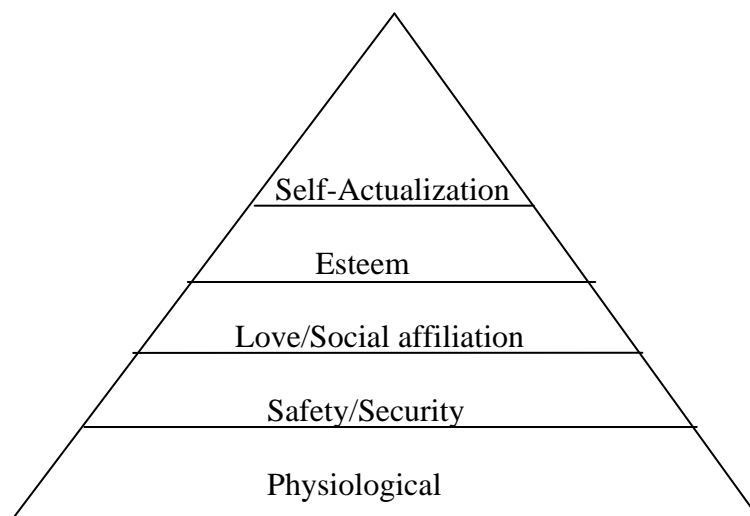
The Human Relations viewpoint labelled by McGregor as Theory Y assumes that people want to feel important and useful. That is people desire to belong and to be recognized as individuals and that their social needs are more important than money when, it comes to work. This gave rise to the social need approach of motivation.

## Maslow's need hierarchy theory

This theory by Abraham Maslow (1954) is based on two premises namely:

- Man is perpetually a wanting animal seeking satisfaction for his needs and that once a need is satisfied another comes up, and a satisfied need is not a motivator of behaviour.
- Man's needs are arranged in a proponent hierarchy and that the emergence of one need or a new need depends on the satisfaction of a lower need.

Maslow proposed that motivation is a function of five basic needs – physiological, safety, love, esteem and self-actualization.



**Figure 1: Maslow's Hierarchy of Needs**

Source: Maslow (1954)

Maslow assumes that as soon as needs on a lower-level are fulfilled, those on the next level will emerge and demand satisfaction. Physiological needs are those that must be satisfied to maintain life, for example, the need for food, water, air etc. These needs are considered as primary needs and take precedence over any other need.

Safety needs take the form of the desire for protection from physical danger and to obtain economic security. They become effective motivation after physiological needs are met. Social needs also become effective motivation after safety needs and include issues of the need to belong to, to be accepted to give and receive friendship and affection.

The Esteem and Ego needs are status symbol, prestige, respect, recognition and a personal sense of competence. These needs when properly harnessed can bring a feeling of worth and value, but if unfulfilled, bring inferiority, helplessness and weakness.

The Self-actualization Needs are the highest need level. Maslow sees this as what human can be and must be “becoming everything that one is capable of becoming”. It is the desire to grow and see one use his abilities to the fullest and most creative extent possible. The question posed is when one reaches the point of self-actualization is the person, no longer motivated? The theory therefore proposes that when one reaches that, the process changes and self-actualization feeds on itself. The more self-actualized a person becomes, the greater the need for self-actualization.

Mullins (1996) brought out several difficulties relating Maslow’s theory which include the following:

- Needs especially high-level needs are not only satisfied through the work situation but also through other areas of life as well. There is therefore the need to focus attention and understand people’s private and social life not just their behaviour at work.
- There is doubt about the time which elapses between the satisfaction of a lower-level need and the emergence of a higher-level need.

- Individual differences mean that people place different values on the same need.
- Some rewards or outcomes at work satisfy more than one need. For instance, a higher salary or promotion can apply to all levels of need in the hierarchy.
- The motivating factors will not be the same for people within the same level of the hierarchy and there are many different ways in which people might seek satisfaction of say, their esteem needs.

The above arguments about Maslow's need hierarchy theory led to other propounded need theories in motivation.

The Alderfer's modified need hierarchy theory (ERG theory)

This theory was developed to overcome the problems with Maslow's hierarchy theory. The ERG theory groups human needs into three (3) broad categories – existence, relatedness and growth. The Existence needs correspond to Maslow's physiological and safety/security needs. Relatedness refers mainly to Maslow's love/social affiliation needs. Growth needs correspond to Maslow's esteem and self-actualization needs.

Alderfer (1972) states that an employee's behaviour is motivated simultaneously by more than one need level. Thus, you might try to satisfy your growth needs, even though your relatedness needs aren't completely satisfied.

The ERG theory applies the satisfaction progression process described in Maslow Need hierarchy theory. So one's need level would dominate a

person's motivation more than others. As existence needs are satisfied, for example, relatedness needs become more important.

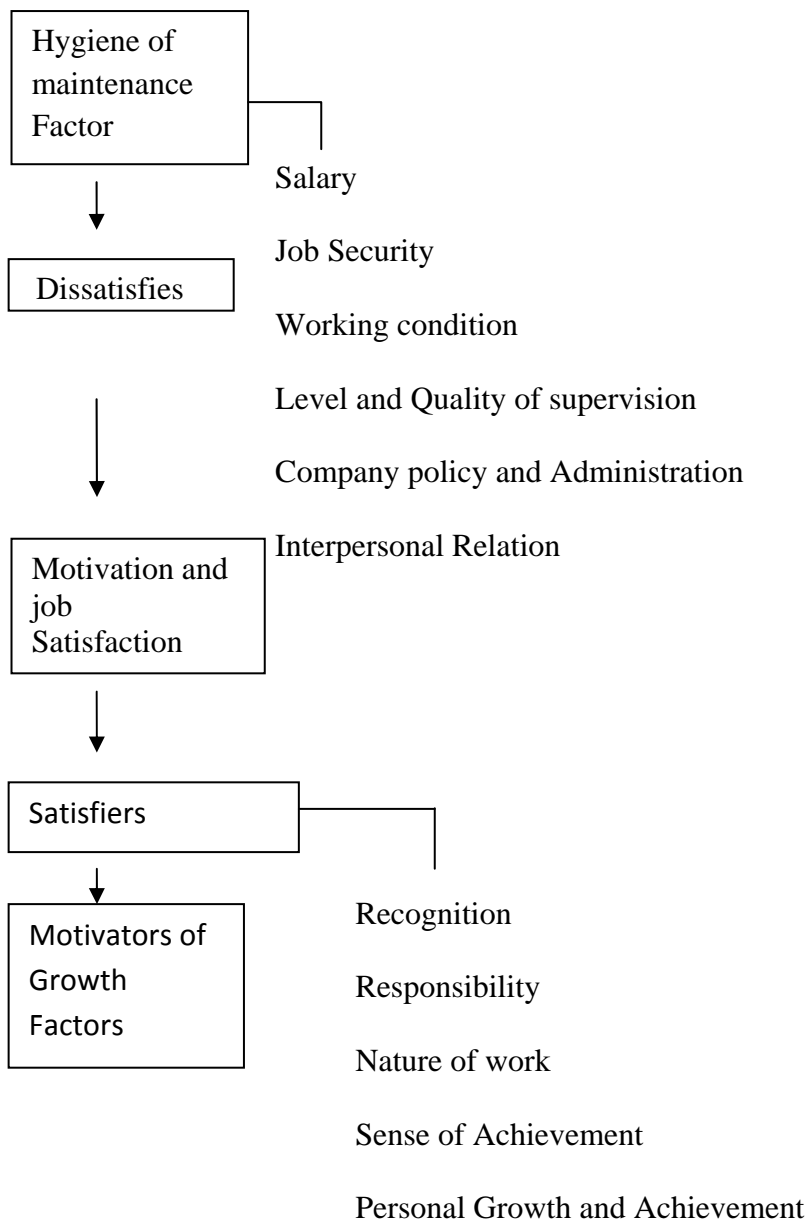
The ERG theory includes a frustration regression process whereby those who are unable to satisfy a higher need becomes frustrated and regress back to the next lower need level.

The Herzberg's two factor theory

Boachie-Mensah (2006) states that Frederick Herzberg, an American psychologist propounded a two factor theory of motivation that divides the factors of the work environment into two classes: hygiene factors and motivating factors.

The Hygiene (maintenance) factors created a favorable environment for motivation and prevented job dissatisfaction. These include company policy, benefits, salaries, type of supervision, working conditions and interpersonal relation. It was thought that if any of these factors were poor tendered to lead to job dissatisfaction. However positive ratings for these factors themselves did not lead to job satisfaction. The assumption is that employees might leave a firm because he or she disliked its working conditions etc. The employees would not be motivated to work harder or better if working conditions etc are improved provided they were already reasonable adequate.





**Figure 2: Herzberg’s two factor theory of motivation**

Source: Herzberg (1957)

The other set of factors are those which if present, serve to motivate the individual to superior efforts and performance. The theory proposes that influence of the growth factors on jobs satisfaction only when Hygiene or maintenance factors were present at certain levels. The growth factors include recognition, responsibility, a sense of achievement, nature of work and personal growth and achievement. The strength of these factors will affect

feeling of satisfaction but not dissatisfaction. Herzberg (1957) recognized that individual varied in the relative importance they attached to motivators or maintenance factors. Some would be more concerned to seek achievement; recognition etc. in their jobs while others would be interested in pay, personal relationship etc.

The Herzberg's two factor theory extended Maslow's hierarchy of needs theory into the work situation. It suggests that if management is to provide positive motivation, then attention must be given to both hygiene and growth factors. The work shows that it is more likely good performances leads to job satisfaction rather than the reverse. The focus is therefore on job centered factors which has led to the increase in job enrichment.

The two factor theory has been a source of considerable debate. Filley et al (1976) support this theory but many others like Vroom (1990) submit that the two factor theory was only one of many conclusions that could be drawn from research. Others feel it is an over simplification of the true relationships between motivation and dissatisfaction as well as between the source of job satisfaction and dissatisfaction. Reviews of much study indicate that one factor can cause satisfaction for one person and job dissatisfaction for another.

#### McClelland's achievement motivation theory

McClelland's (1962) work originated from investigation into the relationship between hunger needs and the extent to which imagery of food dominated the thought process. It identified three basic motivating needs, which correspond to Maslow's self-actualization, esteem and social needs. McClelland argues that the levels of these needs must be measured according

to their intensity among persons, occupations and positions. In various individuals, discovering the existence of one need did not preclude the existence of others and an individual might be strongly motivated by a combination of all three needs. Similarly, the needs also vary among occupations and positions.

The three motivating needs are:

- Need for Achievement (nAch): The drive to excel, to achieve in relation to a set standard, the desire to succeed propels individuals to do work. Thus people with strong need for achievement have strong desire for success and an equal intense fear for failure.
- Need for Power (nPow): This involves the need to make people behave in a way they would not naturally do. People with strong need of power want to exercise influence and control. They seek position of leadership and tend to be argumentative, demanding, forceful and good communicators.
- Need for Affiliation (nAff): The need for friendly and close interpersonal relationships. These people derive pleasure from a group. They enjoy intimacy, understanding and friendly interaction and strive to maintain good relationship.

Dixon (1994) suggests that managers have strong need for achievement and power but low affiliation needs. He further stated that managers require other driving motives to advance faster than the need for success and achievement and affiliation is also important to get on well with people as well as to coordinate achievements. Apparently, good interpersonal relationship is conducive for higher productivity.

McClelland considered (nAch) achievement need as the most critical for a country's economic growth.

Mullins (1996) gave a summary of four characteristics of people with a strong achievement need.

- The first being preference for moderately difficult task leading to the avoidance motive argument by some writers.
- The second is the personal responsibility for performance.
- The third being the need for feedback and
- The fourth being innovativeness.

Apart from the Needs theories reviewed earlier under Maslow, Alderfer, Herzberg and McClelland, there are other theories on motivation referred to as the process theories of motivation. These examine the way outcome of events become attractive to people to enable them pursue these outcomes.

#### The expectancy theory

Vroom (1964) proposed the expectancy theory as one of the process theories. The expectancy theory proposes that people are motivated when they believe they can accomplish the task and they will get the reward and the rewards for doing so are worth the effort.

Vroom (1964) expectancy theory formula is  $\text{motivation} = \text{expectancy} \times \text{instrumentality} \times \text{valence}$ . Otherwise it is Valence – Instrumentality – Expectancy (VIE) theory. According to Vroom, all three variables must be met for motivation to take place. Valence deals with the feeling about specific outcomes in terms of attractiveness or preference by an individual.

The performance link to outcome is termed as the instrumentality factor. This is classified as first-level outcome which is the quantity of output and comparative level of performance and the second-level outcomes which are need related.

The Expectancy Theory deals with the belief that a particular behaviour will or will not be successful. It is a subjective probability. There are several versions of the expectancy theory including those of Porter and Lawler (1976). Critics have seen the expectancy theory as not always easy to understand or apply. Mullins (1997) states that managers should give attention to several factors including the following;

- Use appropriate rewards in terms of individual performance.
- Attempt to establish relationship between effort – performance and rewards as perceived by the individual.
- Establish clear procedures for the evaluation of individual levels of performance.
- Minimize the undesirable outcomes which may be perceived to result from accidental high level of performance or otherwise.

These give understanding to performance in the work situation under the expectancy theory of motivation.

### Goal theory

Other theories like the goal setting theory of Locke and Lotham (1990) is one of the effective widely practiced theories of motivation. The basic premise of the goal theory is that people's goals or intentions play an important part in determining behavior. People strive to achieve goals in order

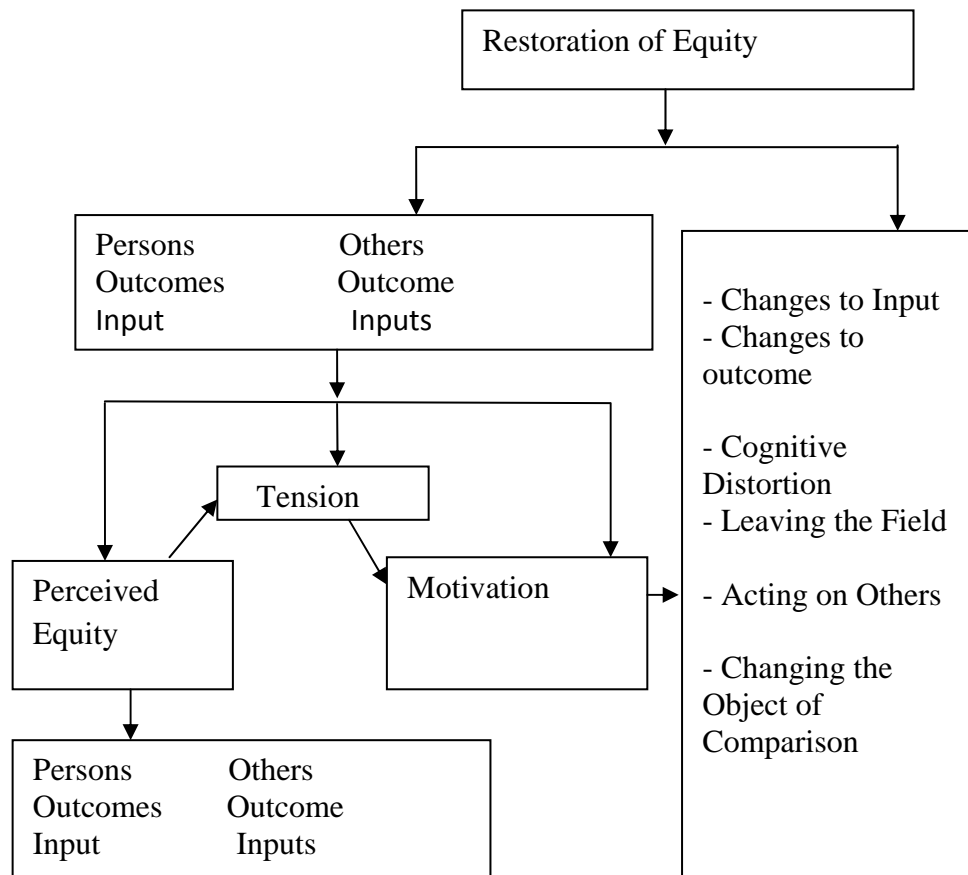
to satisfy their emotion and desires. The goals guide people's responses and actions and direct behaviour and performance.

Currently, the use of the Goal theory has come in the form of Management by Objectives (MBO) a formal process which has a few variations as programmes to be implemented and is being adapted in appraisal system of employees to measure productivity.

According to Naylor and Ilgen (1984), when goals are specific and challenging, they function more effectively as motivating factors. A research by Erez, Locke and Diamant (1985) also indicates that motivation and commitment are higher when subordinates participate in setting of goals.

#### The equity theory

This theory accredited to Adams (1965) focuses on people's feeling, of how they have been treated in comparison with the treatment of others. They compare their own positions with those others to determine their perceived equity position thus, the perception of equity or inequity comes about as people compare their ratios of total outcomes to inputs with that of other people's ratios'. Adams, (1965) suggests that workers prefer equitable pay to over-payment.



**Figure 3: Adam's equity theory chart**

Source: [en.wikipedia.org/wiki/equity\\_theory](http://en.wikipedia.org/wiki/equity_theory) (2009)

Greenberg (1988) and Miles, Bing, Davison, Garner and Ameneter (1989) points out that the perception of equity or inequity should send explicit messages to managers that:

- People should be rewarded according to their contributions.
- Managers should attempt to ensure that employees feel a sense of equity.
- Managers should be aware that feeling of inequity are almost bound to arise and when they do, managers must be patient and either correct the problem, if it is real or help people recognize that things are not inequitable

As a result, managers can use the equity theory to change production outcomes to improve the lot of organisations.

## **Productivity**

Productivity has been defined variously by various authors. Iyaniwura and Osoba (1983) define productivity as the quantity relationship between output and input. This implies that, in production, output depends on what inputs are made in the production activity. The inputs are the resources such as capital and the human resource that are invested to obtain an output.

Hardy (1990) said scientific management theory reduced labour to robot like performance or well trained animal. This assumption is based on Fredrick Taylor's concept of scientific management to solve conflict of interest between the employer and the employee. Taylor was of the view that, whilst employers assumed that workers do less work for more pay, the employees also feel that employers pay less for the more work done. Thus currently, the production function is about organizing work so as to enable workers to be highly motivated to work to increase productivity. Therefore the assumption under Taylor's scientific management concept that Human resource can function like a machine with just a little human face is far from the truth.

Currie (1972) buttresses this by stating that productivity is quantitative relationship between the resources we use and what we produce.

NECA (1991) says it is common in productivity studies to lay emphasis on (labour productivity) worker productivity in terms of values of goods and services produced in a time period divided by the hours of work. Therefore improving productivity means to get more out of labour within the same period of work or hours of work.



International Labour Organisation (ILO, 1962) says though the terms production and productivity are similar and often used interchangeably, the ILO differentiates between production and productivity to bring out a clearer meaning of the two terms. ILO says while production is the total output from the use of total inputs, productivity on the other hand is output per unit input. The summation of all of outputs per inputs gives production. However, for the efficient and effective use of input in the production process, it is the measure of productivity that can determine how efficiently and effectively an input is being used.

ILO (1962) also states that apart from the physical and tangible aspects, productivity can be deduced from turn over, profit, or even rates at which objectives are achieved. It says inputs could also include efforts and all sacrifices of those who contribute towards the production process. Thus, attitude of employees towards higher productivity is influenced by what to expect or get out of the productivity.

Steers and Porters (1975) quoted Quin's economist view of productivity as more yields from the present resources and that efficient use of resources is paramount in productivity. Steers and Porters therefore think that productivity in an organisation depends on workers performance and the quantity of the technological factors available. Thus, it can be said that productivity is a function of output per unit quantity of all input over time.

Since productivity is influenced by work place motivation, it is necessary for supervisors to understand what motivates employees to reach peak performance.

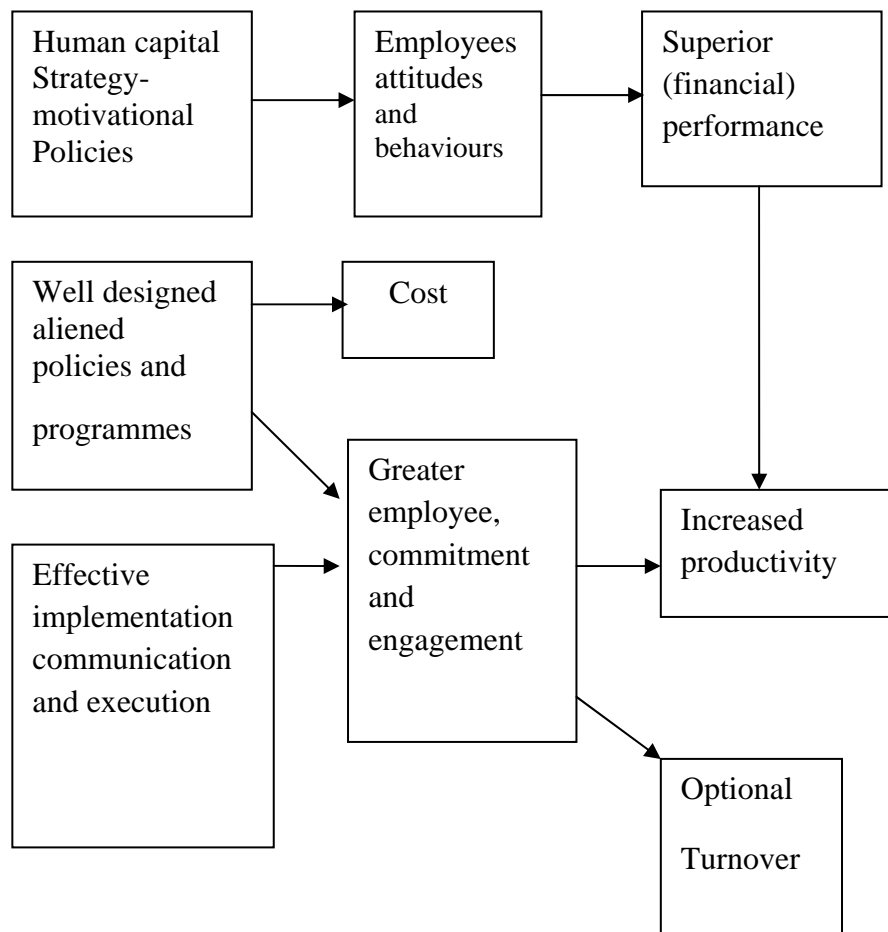
It is not easy to exact increase productivity from employee motivation because employees respond in different ways to their jobs and their organisations practices.

### **Conceptual framework for the research**

Conceptual frameworks are essential in social science research. Frankfort-Nachmias and Nachmias (1960) described a conceptual framework as a level of theory in which descriptive categories are systematically placed in a broad structure of explicit propositions. Propositions according to them are statements of relations between two or more empirical properties to be accepted or researched. They went on to assert that much of what is considered theory in the social sciences consist of conceptual framework that can be used to direct systematic research.

Eight (8) years of research into Watson Wyatt's Human Capital Index has consistently found a strong correlation between human resource programme and productivity.

Figure 4 shows the model used to link human capital strategy to superior financial performance and productivity. A programme is only as effective as its implementation. A well defined and communicated and effectively implemented human resource capital strategy will boost both officers and inmates commitment and engagement. These will reduce the lackadaisical attitude to agricultural work and enhance productivity.



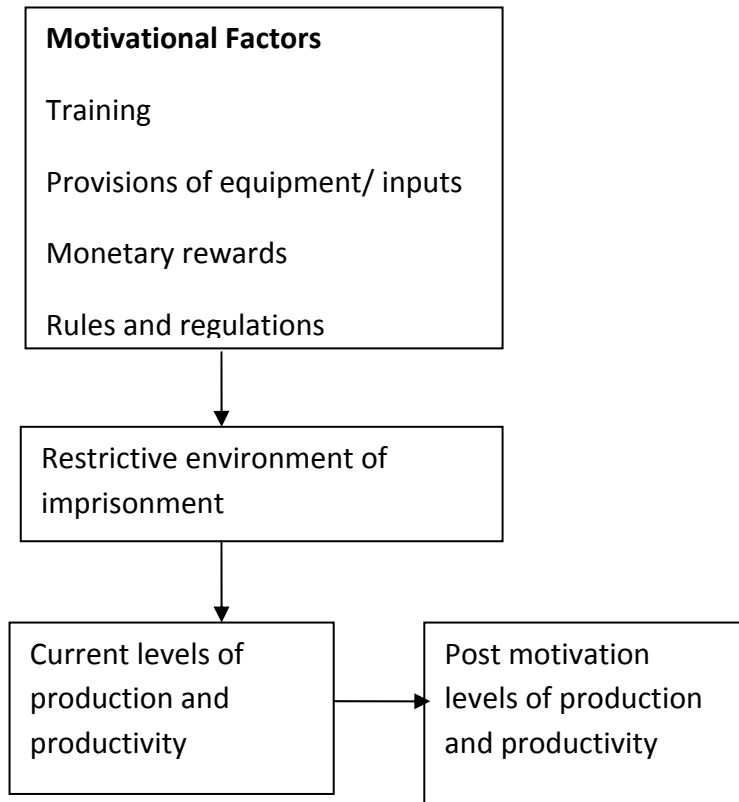
**Figure 4: Watson Wyatt’s Human Capital Index**

Source: <http://www.watsonwyatt.com> (2009)

The conceptual framework of this study as described below served as the theory of the study. It shaped and directed the study, pointing to likely discoveries through empirical observation.

The starting point in the development of the framework was the acknowledgement that productivity and production levels are low in the agricultural sector of most economies in Africa, especially in sub Saharan Africa in inference the Ghana Prisons Service. This view has been tested mostly in the free environment of these economies without set rules of operation. The issue then is whether the theory of motivation can be applied in

the restrictive environment of the prisons with set rules of operation to raise productivity and production levels in the agricultural sector. This conceptual framework is to assess the influence of the motivational factors of training, provision of inputs, monetary rewards and rules and regulations on the current levels of productivity in the restrictive environment of imprisonment.



**Figure 5: Figurative presentation of the conceptual framework**

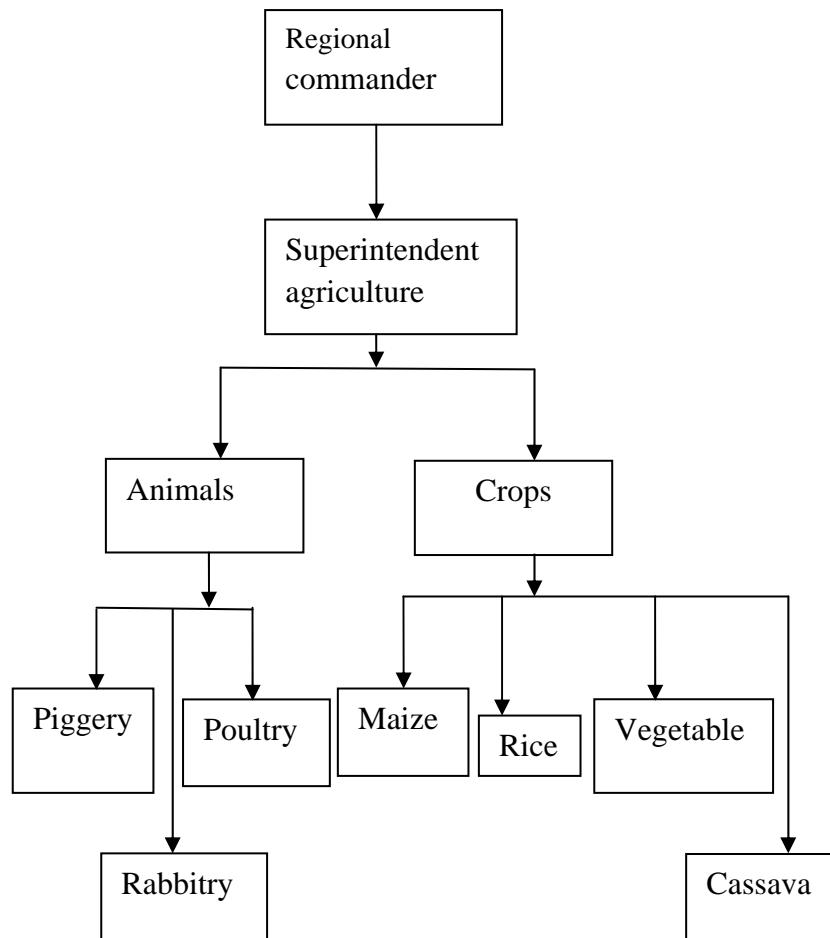
Source: Field survey (2009)

### **Nsawam Medium Security Prison**

This is the operational structure of the Medium Security Prison Agriculture sector where the research was undertaken. The Regional Commander/Officer-in-Charge is the chairman of the local agricultural board of the Service. Under him is the Superior officer or superintendent-in-charge of agriculture who is a professional or technical agricultural officer who is

responsible for budgeting, directing, monitoring and evaluating the production process.

The next on the structure are the various heads of the different sections of the agricultural unit who work with a number of officers and inmates in their specific fields.



**Figure 6: Structure of Agricultural Unit, Nsawam Medium Security**

**Prison**

Source: Structural Design Nsawam Prison (2009)

## **Measurement of productivity**

Productivity measurement is the quantification of both the output and input of resources in a productivity system – a ratio between input and output. Krugman (1990) states that “productivity is not everything but in the long run, it is almost everything”. Thus, productivity is the underlying rock, the basis of production function, the cost function of production and the basis of profit measurement in an organisation.

Attempts to measure productivity normally put emphasis on labour input for the following reasons.

- Labour is regarded as the most important factor
- The most easily quantifiable factor of productivity that is number of people employed can be easily counted
- Management has conscious control of labour more than all the other factors. For instance, management to a large extent can control labour but when a machine decide to fail it cannot be controlled neither the land.

It is after the failure that you decide to put measures in place to correct the problem, whereas in the issue of labour the least sign of failure can be easily managed.

Productivity measurement is a complex mix of science, research, technology, labour, and management among other inter related influences. In agriculture, productivity measurement is influenced significantly by Environment and climatic factors. However, due to the nature of the products (output) in Agriculture, measuring productivity in Agriculture is a little easier as output is easily quantifiable especially in weight. In productivity, the terms

efficiency and effectiveness often come up. Efficiency is defined as producing high quality goods in the shortest possible time. This denotes the ability to make changes in productivity ratio.

Effectiveness refers more to the production results. In measuring productivity, standard hours are compared to productive hours. This gives a perfect example of measuring efficiency. It gives index of labour productivity just as how well labour is being used. According to Scott (1983) efficiency and effectiveness are measures of performance just as productivity is also measure of performance.

### **Factors affecting productivity**

There are certain factors that affect productivity and these include the following;

Market size: the availability of market for products becomes a booster or catalyst for increasing productivity hence the size of the market influences productivity.

The ILO (1962) also states that a stable market for a particular product influences the productivity. Where markets are stable for a particular product, productivity increases where as a fluctuating market discourages productivity. Furthermore the quality of materials used in the production of goods and services (ILO, 1962) also influences productivity. Poor quality materials for production reduces productivity and vice verse. In the same view ILO stated that Tax on goods and services also affect the levels of productivity.

NECA (1991) categorized the factors which influence productivity into general factors organisational, technological and human factors. It made

mention of population growth technological development, roles of government in productivity and the link between financial reward and productivity. These general categorization guides management in determining the optimum use of resources to increase productivity.

Tridip (2009) in trying to bring out what individuals can do to obtain high productivity used each alphabet in **PRODUCTIVITY** to stand for an action.

- P** - Prioritize your work. The discipline to prioritize and ability to work towards a stated goal is essential to enhance productivity.
- R** - Right attitude. The right attitude to work changes everything and brings increase productivity.
- O** - Organize your thought and work. It is not how hard you work but how smart you work.
- D** - Doing things right – first time and every time.
- U** - Use your resources smartly.
- C** - Commitment: commitment is what transforms a promise into reality.
- T** - Take ownership. Make the job your own and put in all efforts to have a personal success.
- I** - Improve continuously.
- V** - Vision: the future belongs to those who see possibilities before they become obvious.
- I** - Influence others. The leadership speed of the leader determines the pace of the pack
- T** - Team work. None of us is as smart as all of us.



**Y** - Your productivity. All the above actions determine your productivity. Collectively, the above discussed factors determine to a large extent the level of productivity of an individual or an organisation.

### **Productivity in agriculture**

Agricultural productivity is a ratio of agricultural inputs to agricultural outputs. Most agricultural outputs are measured by weights individually but their varying densities make overall output measurement difficult (Wikipedia encyclopedia). The output values are compared to the many different inputs such as labour and land yield. This type of productivity measure is referred to as the partial measure of productivity. The Total Factor (TFP) measure developed is to correct the short comings of partial measures of productivity and compares the index of input to the index of output.

The Wikipedia encyclopedia mentioned the following as the importance of increasing productivity in Agriculture;

Firstly, increasing productivity provides more food for the increasing population of nations and the world at large.

Secondly increasing productivity improves an organisation's and a nation's prospect for growth and competitiveness in the agricultural market, income distribution, savings and labour migration and more efficient distribution of scarce resources.

Furthermore, productivity leads to comparative advantage and agricultural product increases as one produce at a lower opportunity cost. Increasing productivity leads to the alleviation of poverty and improvement in the nutritional intake of poor countries. Sachs (2002) cites the work of Dr.

Norman Boulag in increasing productivity in wheat and rice (grains) in Asia especially in the populous nation of India in the process of alleviating poverty. The issue of increasing productivity in Agriculture is seen as the basis of sustaining development in poor countries which are beset with hunger and poverty of its people. Sustainable development involves changes in practices that lead to changes in the use of resources to ensure food security and the provision of most of the farmers' livelihood such as food, fuel fibre, healing plant etc.

Food and Agriculture Organisation (FAO) (2008) cites a research conducted by the University of Toronto on Agriculture and Aggregate productivity. A Quantitative Cross-Country Analysis which reveals that low productivity in Agriculture is mainly responsible for poor countries current position in the world income distribution. It argues that 89% of Total Factor Productivity measure can be attributed to labour share of the input index. This therefore indicates that, increasing productivity is largely based on the efficiency and effectiveness of labour of in the production function of agricultural products.

Vos (2009) states that modernizing agriculture is crucial to development and industrialization in Africa to food security, sustainable poverty reduction and the integration of Africa's economy into the global economy.

Agriculture constitutes the backbone of most of African economies and an overwhelming share of the continents poor rely on the sector for their livelihood. Africa's Agriculture is commonly characterized as being in crises but there are also successes. The greatest failure has been food production has

not kept pace with population growth. The World Bank states that “If agriculture is in trouble, Africa is in trouble”.

Agricultural productivity has been defined as the main engine for economic growth and poverty eradication in Africa. The Agricultural sector faces an immense challenge of increasing productivity to a target of a consistent 6% growth rate per annum by 2020 (NEPAD). The NEPAD points out that, this can be seen as an opportunity and potential market for small farmers and farming organisations as stated in its comprehensive Africa Agricultural Development Programme. It states that Africa has great potential for increased agricultural productivity and food production, to be largely self-sufficient and at the same time being an exporter of Agricultural products. It further states that, there is the need for large investments to utilize the potential and accelerate agricultural growth and rural development. It is estimated that, at the current rate of growth, Africa will not be able to feed half of its population by 2015.

FAO (2008) states that whilst food production increased by 27% in Asia and 12% in Latin America, it fell 8% in Sub-Sahara Africa between 1980 and 1995. Africa is the only region where food production has constantly been falling for the past 40 years and is still falling. This paints a gloomy picture for the African continent and for that matter Ghana as a nation.

However, at the African Green Revolution Conference (2008), it was stated that, with right policies and their implementation, Africa is capable of tripling its Agricultural output. Africa must depend more on yield gain rather than land expansion a strong advocate for increasing productivity.

FAO (2009) says that food prices remain high in Africa and for that matter in Ghana despite decline in international prices. This effect is colossal on the Ghana Prisons Service requiring the massive dose of budgetary allocation for the feeding of Prison inmates.

The greatest opportunity for Africa economically and socially lies in improving agricultural productivity and increasing production. Such a development is within reach argues Enger (2008) President and CEO of Yara International.

Among others, Wiggins (2008) states that Africa should organize and facilitate poor farmers to increase their production through a well organized market and national agricultural policies, conducive for boosting productivity. He advised that African countries should make their own choices as to what kind of Agricultural policy they want to pursue.

“For although the ups and downs of the global economy may be cyclical, there is nothing cyclical about hunger in Sub-Saharan Africa. There the pattern is a steady and appalling rise” Annan (2008) Former Secretary General of United Nations Organisation. This observation must therefore become a challenge to all Africans to engage in Agriculture not only in the production but also to devise means of increasing its productivity.

To buttress this, Sean de Cleane (2008) observes “part of the challenge is to change the mindset: the farmer’s mindset”.

Morris (2008) told the South African parliament that agricultural productivity in South African Prisons has all but “collapsed” with the number of prisoners involved in agricultural production declining more than 50% over

the past 10 years. He said in 1997, about 6674 prisoners were into agriculture but 2007 about only 2210 were involved in agriculture.

Members of Parliament on the prisons committee in South Africa stressed the mechanism for training prisoners for the day of their release were not working well. The loss of revenue from the sale of agricultural produce affects correctional services because it pays for the food that it uses though it produces the food for itself.

Bloem (2008), the chairman of the committee on prisons in the South African parliament, also observed that, sexual abuses such as turning new prisoners into “wives” while prisoners sat around doing nothing for 23 out of 24 hours. He said the contributions of prisoners will be at all time low while the expenditure on housing them will soar to fifteen billion Rands (R15b) in 2010 – 2011 financial year. The above observation implies that there is the need to engage the prisoners in gainful activities like agriculture in the Prison.

Mumbunwa (2007) of Zambian Prison stated that the provision of new irrigation equipment and the rehabilitation of old ones and the provision of motor bikes to farm managers have motivated the prison officers as well as given impetus to an increased productivity in the Prison Service Agricultural sector.

### **The use of prison labour in productive ventures**

The Daily Bruin in its editorial of May 25, 1995 states that Prison Labour is a pot of gold. It is used in the manufacturing of electronics by a firm that was collapsing because of labour disputes in Austin Prison in USA. It further stated that there are no strikes, union organisations to deal with health

benefits and unemployment insurance of workers to pay when prison labour is engaged.

The Daily Bruin (May 25,1995) states that Prisons is a booming business that as prisons clear the streets of those we feel are “threat to society” it also offers jobs in construction, guarding, administration, health, education and food services. This means that there can be the purposeful use of prison labour in the production process for the benefit of the whole society.

Bergson (1961) admitted that prison labour contributed to the motivational Income of the Soviet Union but stated that “actually, we are in the dark as to the extent that Penal labour supported or is supported out of the budget appropriation”. This is a clear indication of the role of prison labour in productivity and its contribution to national economies.

Erlich (1994) says that Prison Industry is a dynamic sector for growth. He states that it was earlier agreed that prison labour should only be used as a means of rehabilitation in the 1950s in the United States but now has become a competing market for “cost conscious entrepreneurs and budget pairing governments” at the expense of employment of law abiding citizens and ensuring the bargaining power of unions.

Erlich (1994) reports Hennessey Michael the sheriff of the state of California as stating that prison labour should help prisoners profit. Hennessey therefore reopened a long abandoned agricultural field and set up a small farm. Inmates cultivated special fruits and vegetables which were sold to restaurants. Ex-convicts from this programme were also encouraged to establish small farms of their own and through the parole system sold their produce at competitive prices to these restaurants in San Francisco.

Erlich's report confirmed the view held by some authors that industrial and agricultural activities in prison institutions can serve as a motivation for work and productivity in the prison system as well as a motivation for rehabilitation as cited above in Hennessey's project of prison labour as a tool to reduce recidivism rate. A Federal Post Release Employment Project (PREP) confirms that employed prisoners in the prison work program do better than those who do not work in prison in not returning to prison. It is because they have acquired some skills which they employ for their living out of prison.

The above view is one of the most important advantages of the use of prison labour in training of prisoners; to reduce recidivism in prison. This observation was attributed to Morgan O. Reynolds, the Director of the Criminal Justice Centre at National Centre for Policy Analysis (NCPA) United States of America (USA) in his paper Entitled Economic Impact of Prison labour.

Krozner (1996) states that there are 500 prison work programmes in the USA. Krozner alludes to Prison in Employment (PIE) system of the Florida state as a "Cash Crop" although a labour intensive "Crop" the prisons is able to meet it because of the abundance of human power.

The Oregon State hosts one of the most successful Prison Labour Stories: the Blue Brand Jeans factory which manufactures Jeans for sale domestically and for export. The prisoners are initially paid 75 cents per hour then after sometime, the minimum wage and after which each prisoner receives \$6.50 dollars per hour for his efforts, which was described as a motivation for Prison labour. The Oregon newspaper, Feb 16, 1998.

Ramirez (1994) states that Federal law prohibits domestic commerce in prison made goods unless inmates are paid the “prevailing wages”. The law thus gives ground for the use of prison labour in productive ventures, for domestic goods conditioned on the payment of prevailing wages.

Reich (1994) however saw a problem with the payment of 25 cents to prisoners as wages for products which sold over one hundred dollars (\$100) per product as an exploitation of prison labour or slavery. He alleged that government run prisons contributed \$1.2 billion to the American economy by a prison labour force of 44.6% of the total inmate population 1.1 million inmates out of which 22.6% were those engaged in the prison work programmes in agriculture.

The American Economist of August 22, 2009 said the objection should not be to the use of prison labour per se but to the payment of poor wages for prison labour used in productive ventures.

Leonhard (2002) cited Edwin Meese III as saying “It is a problem for correction officers to have prisoners without anything constructive to do as prison population grows, so does the debt incurred on their maintenance”.

Mai Lin Hua, warden at China’s Maximum Security Shanghai Jail admits that on the basis of “we want prisoners to learn working Skill”, prisoners are forced to work, facing solitary confinement if they refuse.

The above issues of exploitation and forced labour can be addressed if bonuses as a source of motivation can be applied with other incentives to obtain from prison labour the willingness required in the performance of productive tasks. The Inmate Training and Productivity [ITP] Directorate of the Nigerian Prisons Service is charged with the responsibility of training



inmates specifically in Prisons Farms and Industries for the purpose of not only imparting self sustaining skills but also in the process inculcating in them the positive orientation of finding dignity in labour.

The Agric-Mechanization Section under the Directorate manages the prison farms and market gardens. The fundamental objective of the section is the training of inmates in farming methods, animal husbandry and other agricultural extension techniques. The purpose is to enable them stand on their own in these vocations on their discharge. The mechanized farms are capital intensive so much so that these farms are not only expected to generate commensurate revenues they are expected to impact positively on the food situation in the country, by making cheap food available in the national economy.

In the Norwegian Prison of Bastoei the prison inmates roam free on an island without fences. As punishment, they are to farm the land and produce their own food and they are extremely efficient in it. One of the main benefits of running this sort of prison is the low cost associated with its design. It is the first ecological prison in the world. Instead of restricting criminals in cells where productivity is minimal they are employed efficiently to contribute their quota to the economy. Norway has found a way for prisoners to provide for themselves in an ecologically friendly environment.

The Nigerian ITP programme in the prison system and Bastoei living green prison programme are essentially aimed at reducing cost of maintaining prison inmates, recidivism and offering of training for a life- long occupation in Agriculture.

The cost element of maintaining prisons prompted President Levy Mwanawasa of Zambia to implore the Zambian Prisons to produce more food in order for it to reduce dependence on the national treasury for its operation. He wonders how Zambian Prisons could fail to produce food for inmates when the institution has a lot of manpower and abundant land.

Pelaez (2008) states that prison industry complex are the fastest growing industries in the USA and have investors on the Wall Street. “This multi-billion dollar industry has its own trade exhibitions conventions, websites. It has its direct investment houses on Wall Street construction and food supply companies” Prisons depend on these incomes obtained from the established work programmes for running the institutions and also contribute to national incomes. Pelaez (2008) described the US Penal System as a booming business entity and required massive dose of investment to yield commensurate returns. Thus high productivity will be based on adequate motivation. It is therefore imperative to review empirical literature on motivation as well its influence on productivity to draw meaningful lessons for the research been undertaken.

### **Effect of motivation on productivity**

Fuglie and Langemeier (2007) state that motivation and changes in technology have been the driving force for gains in productivity and growth in the United States Agriculture. Cross (1981) observed that personal characteristics such as age, education and other life phases affect the rates and levels of change in attitude and productivity of individuals. Thus, it has been

succinctly observed that motivation and attitude change have the following effects on productivity.

#### Work achievement

Staff who achieve a goal that is well directed by their supervisor are usually work motivated. The ambition is to come to work to make the next achievement their milestone. Posti (2010) stated that this ambition encourages entrepreneurial thinking- feel like owners of the practice (partners), thus they look out for it. Furthermore, Posti observed that it helps them see the forest and not a tree, encourages independent thinking, give employees the responsibility for achieving something and the authority to do it their own way. This responsibility to exercise judgement gives them enormous increase in power, authority and choices so that they will grow successful and become more and more motivated since they realize that failure has a ripple effect on them.

#### Recognition

People who are recognized by their supervisors work harder at their next task. The recognition could be in the form of salary increases, bonuses or promotions. The employee identifies the work with his welfare or with that of the entire organisation because he knows it is in his best interest to succeed and to achieve a higher productivity.

## Work environment

It is a great work motivator. Decent surrounding, adequate and proper tools, a little bit of free snack with break can be a great motivation to increase productivity. The idea of you can make a little farm of you own after the completion of the service one could be a big motivating factor to increase productivity on the service farm. Thus, a flexible work environment, pleasant, safe and not threatening is necessary to maintain a high level employee motivation. It is an indication that every organisation requires a dynamic human resource policy to achieve increase in productivity. This directly results in creating a positive and friendly organisational culture which is a great motivational tool.

## Self growth

A staff who does not get promoted or see any growth after increasing productivity or great results eventually loses interest in work. Motivation is necessary to increase productivity. How to motivate staff depends on understanding the needs and goals in the life of each staff you manage or supervise. Selecting a staff for a specialized training according to Mayo (2010), makes the staff feel he is on the way to the top irrespective of the knowledge or skill gained hence he will be motivated to increase his productivity.

## Summary

Dunnette and Kirchner (1965) identified four complications of the general motivation process. Processes are that motives are inferred and not

seen and that every single individual can have a different motive for a particular behaviour or course of action. There can also be several motives expressed in different ways to achieve a particular result and that motives are dynamic in the motivational process. Cultural and individual differences also play a significant role in the motivational processes.

Robbins and Coulter (1999) suggest that to maximize motivation among today's diverse workforce and workplace, the core ingredient should be flexibility.

Thus, it is an irrevocable fact that productivity and, for that matter, increased productivity cannot be divorced of the influence of motivation. They have become bed fellows in the achievement of organisational goal. The implication this holds for the Ghana Prisons Service as an institution in its quest for increasing agricultural productivity to feed its teeming inmate population is great. This research aims, therefore, to come up with relevant and appropriate motivational package that will bring about increase in productivity in agriculture for the purposes stated above.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

The chapter captures the study area, research design, study population, sample size, sampling technique, data collection, data management and data analysis.

#### **Study area**

The area of study was the Medium Security Prison which was established in 1962, in the Eastern Region of the Republic of Ghana. It is the largest prison establishment and takes a population of over 2,000 inmates out of a total prison population of 14,000 in the whole country.

The Nsawam Medium Security Prison is involved in maize, oil palm, cassava and vegetable cultivation. The Prison establishment is also rearing animals such as rabbits, pigs and poultry and has ventured into fish farming. It has a very large tract of arable land for cultivation. The Prison Service as an institution has also employed agricultural personnel some of whom are stationed at the Medium Security Prison at Nsawam. The choice of Nsawam Medium Security Prison was premised on the fact that it is the largest prison with the highest prison population and is involved in Agriculture. Coupled with this is the issue of other units competing for the use of the same prison

labour force for other ventures. The study tried to find out the influence of motivation on productivity in agriculture.

### **Research design**

The study was carried out as a survey at the Medium Security Prison of its productivity level in the Agricultural sector as a reflection of the general agricultural productivity levels in the Ghana Prisons Service and the influence of motivation on productivity.

The officers and inmates working in the agricultural sector of the Prison at the Medium Security Prison Nsawam formed the study population. A stratified sample randomly selected based on deployment in the various sections of the agricultural unit i.e. vegetables, cash crops, poultry and ruminants among the inmates and the ranks formed the study sample. The sample size was 50% of officers in the agricultural sector and 40% of the inmates in the sector out of a population of 40 and 100 respectively.

In order to eliminate intimidation and seek the agreement of inmates and officers to participate in the study, permission was sought for them from the Prison authorities. The inmates were assisted by fellow inmates who were trained as research assistants to help in answering Questionnaires. Data obtained was analyzed in Statistical Product for Service Solution to obtain the frequencies, percentages of respondents to research questions.

The dissertation is for academic purpose only. Any other use of the work will be with express permission from respondents and the researcher. The research was conducted within one year starting from October, 2008 to October, 2009.

### **Study population**

The study population was the prison inmates working on the field of agriculture at the Nsawam Medium Security Prison and the officers engaged in agriculture at the Prison.

### **Sample, sample size and sampling technique**

The sample size was drawn randomly from the prison inmates qualified to take part in agricultural ventures and the officers involved in the agricultural ventures.

A sample size of forty (40) inmates and twenty (20) officers in a stratified group were the respondents. The stratification was based on ranks of officers and categories of inmates working in the field agriculture according to type of agricultural venture. The specifics are: those in the field of animal husbandry, vegetable production and those in the field of cash crop production.

The twenty (20) officers selected form a 50% of the number of officers that are deployed on the field of agriculture. The inmate sample population of forty (40) constitute 40% of the current one hundred (100) inmates employed in agricultural ventures.

### **Data collection**

The type of data collected was primary and quantitative as well as qualitative. The primary data collection instrument was questionnaires and interviews. Research assistants were trained to help the prison inmates who were not literate to answer the questionnaire through interviews. All these



research assistants were prison inmates themselves in order to eliminate the likelihood of fear among the inmate respondents of their officers. The questionnaire was however administered directly to the officers for their responses.

### **Data management**

The questions were coded in the form of assigning numerical values to items before administering on the field. Responses to open ended questions were also coded with numerical values. A cross checking of data was done on the field to obtain quality data. Data was cleansed and inconsistencies and discrepancies were sorted out to ensure quality of data.

### **Data analysis**

Statistical Product for Service Solution (SPSS) was used to analyze data collected from the field. The result has been presented in sample frequency analysis with tables and percentages.

### **Summary**

The above discussed methodology was how the research was carried out to obtain the results discussed, conclusions drawn and recommendations made in this dissertation.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

This chapter presents the results and discussion of the study structured under background characteristics, productivity and motivational factors influencing productivity. Specifically the chapter seeks to provide empirical information that addresses the research objectives of the study in the context of the operational structure and process of Nsawam Medium Security Prison Agricultural Sector.

The discussions are structured on the background characteristics of respondents, productivity and motivational factors influencing productivity based on results obtained from data from questions administered for the research.

#### **Background characteristics of respondents**

##### **Age**

The frequency of respondents within age range of 40-49 years from Table 1 has 45% which is the highest and the lowest is age range 20-29 years with 10%. This confirms the assertion of Cross (1981) that, personal characteristics such as age and other life phases affect the rates and levels of change in attitude and productivity of individuals. Over time the respondents in age range 40-49 years would have acquired enough knowledge and

experience in life. The decision to make a vocation or to perform satisfactorily in the field of agriculture would have been internalized by this period. Similarly, age range 30-39 years which has 30% would also be more enthused with the agricultural work by this time whereas, age range 50-59 years with 15% means interest in agriculture would begin to wane as they are on the verge of retirement. This confirms Cross (1981) assertion that after sometime, ageing results in deterioration of certain sensory-motor abilities and interest in certain vocations. Age range 20-29 years with only 10% naturally follows the generally held view of the loss of interest in agriculture by the youth.

**Table 1: Age distribution of respondents**

Age	Officers		Inmates		Cumulative	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
20-29	1	5	5	12.5	6	10
30-39	5	25	13	32.5	18	30
40-49	11	55	16	40	27	45
50-59	3	15	6	15	9	15
Total	20	100	40	100	60	100.0

Mean age of officers: 42.5 standard deviation: 2.8

Mean age of inmates: 40.3 standard deviation: 0.5

Cumulative mean age: 41.3 standard deviation: 0.9

Source: Field survey, 2010

### **Length of time spent by respondents with the prison**

The period of less than 5 years from the Table 2 with frequency values of 15 and corresponding percentage value of 37.5% and years of between 5 and 9 with a frequency value of 21 and percentage of 35% are the highest time spent with the service by inmate and officer respondents respectively in the agricultural field. This observation is due to the period spent in the Prison by the inmates before deployment in the agricultural field. This is of significance because the Prison Service regulations prevent inmates with high sentences corresponding to high felony crimes from being deployed on outside labour unless one had served a third of his sentence (Prisons Regulation, 1958). Similarly, with short sentence prisoners, the mandatory period to be served before deployment is one-fifth of sentence. This to a large extent determined the movement of inmates into agriculture.

In the case of officers, the Ghana Prison Service Scheme of Service limits the duty of escorting inmates to the junior officers. These are officers who are mostly in the category of persons who have spent few years with the Service. Furthermore, the observation of a frequency value of 5 with a percentage of 25 could be attributed to the supervisory role of this group which is based on seniority which comes with the length of time spent working in the service. These might have accounted for the observation in Table 2.

**Table 2: Length of time of respondents with the prison**

Length of time Years	OFFICERS		INMATES	
	Frequency	Percent	Frequency	Percent
Less than 5			15	37.5
5-9	9	45.0	16	40.0
10-14	2	10.0	6	15.0
15-19	2	10.0	1	2.5
20-24	2	10.0	1	2.5
Above 24	5	25.0	1	2.5
Total	20	100.0	40	100.0

Mean time spent by officers: 15

Standard deviation: 0.7

Mean time spent by inmates: 7

Standard deviation: 1.2

Source: Field survey, 2010

### **Previous knowledge**

Table 3 shows that 70% of the respondents have previous knowledge in agriculture. This is expected to have marked influence on productivity and could be due to policies of the Service in trying to improve upon agriculture in the Service.

**Table 3: Respondents with previous knowledge in agriculture**

Responses	OFFICER		INMATES	
	Frequency	Percent	Frequency	Percent
Yes	14	70.0	28	70
No	6	30.0	12	30.0
Total	20	100.0	40	100.0

Source: Field survey, 2010

#### Educational background of respondents

Table 4 gives credence to observation in Table 3. The educational background of respondents show among the inmates, 34 respondents with a percentage of 85 have basic and middle level education. This is an indication of the educational level of people that find themselves in prison custody and who are deployed in the field of agriculture. Among officers, all have at least basic education with a frequency of 11 and a percentage of 55 having tertiary education as compared with the basic and secondary education combined with a frequency of 9 and 45% combined. It indicates a high level of the educated in the field of agriculture. This confirms the consistent effort to employ agricultural officers into the service to give meaning and effect to the recommendations of the Asafo Adjaye Commission of Enquiry Report (1967). Despite these consistent efforts, productivity is still considered to be low which should be an issue of concern to every policy maker in the Service.

**Table 4: Educational level of respondents in the service**

Highest Educational	OFFICERS		INMATES	
	Frequency	Percent	Frequency	Percent
No Education			3	7.5
BECE/JSS/MLC	5	25.0	23	57.5
SSCE/SSS/GCE	4	20.0	11	27.5
Tertiary	11	55.0	3	7.5
Total	20	100	40	100.0

Source: Field survey, 2010

#### Attitude to agriculture

Table 5 reveals that whereas 56.6% of respondents prefer work on the field of agriculture, all the negative responses to this effect is less than 50%, a good indication that, motivation can lead to increased productivity. On the other hand, the less than 50% of respondents thus would need an enhanced motivation to obtain the change in attitude needed to increase productivity in agriculture. This positive mindset is in agreement with Sean de Cleane (2008)'s observation that there is the need for a change of the mindset for increase productivity by the farmer.

**Table 5: Respondents attitude towards agricultural work in the prison**

Attitude	Officers	Inmates	Cumulative	
			Frequency	Percent
Giving of excuses	4	6	10	16.7
Apathy towards work	5	4	9	15.0
Laziness on the field	2	5	7	11.7
Preference for agricultural work to others	9	25	34	56.6
Total	20	40	60	100.0

Source: Field survey, 2010

### **Productivity**

In comparative analysis of the perceived levels of productivity in Table 6, 65% and 35% of officers believed productivity levels were low and very low respectively. Amongst the inmates, cumulatively, 52.5% perceived productivity level to be low and very low. Thus, 68.4% of total respondents perceived productivity to be low or very low. This is in agreement with the widely held notion of low productivity in agriculture in Sub-Saharan Africa. The observation therefore of low productivity gives credence to the need to look at ways of improving these levels in order to make agriculture a profitable vocation. The improvement would encourage Prisoners to take up this vocation on discharge so as not to resort to crime.



**Table 6: Perceived level of agricultural productivity**

Levels	OFFICERS		INMATES	
	Frequency	Percent	Frequency	Percent
Very High	-	-	2	5.0
High	-	-	16	40.0
Low	13	65.0	6	15.0
Very Low	7	35.0	15	37.5
No Response			1	2.5
Total	20	100.0	40	100.0

Source: Field survey, 2010

### **Factors influencing productivity**

Among respondents, the perceived factors influencing productivity in agriculture is mainly provision of resources for production which had 85% from Table 7 and 75% in Table 8. Other factors considered as of importance is the regulations on the time of going to and coming from work on the agricultural field. These had values of 55% and 60% from both groups of the respondents respectively. In the light of the above, it means that provision of resources for production is a bane to the agricultural sector at Nsawam Medium Security Prison. Consequently, the provision of resources for production, it was believed would increase productivity.

**Table 7: Perceived Factors Influencing Productivity in Agricultural**

<b>Areas of Motivation</b>	<b>Frequency</b>	<b>Percent</b>
Regulations on time of going out for work	35	31.8
Attitude of superior officers	27	24.5
Provision of resources for Production	48	43.7
<b>Total</b>	<b>110</b>	<b>100.0</b>

Source: Field survey, 2010

### **Resources required for increase productivity**

Productivity and levels of productivity are very much dependent on resources and their availability. Table 8 reveals the types of resources that are required for increased productivity. Tools and implements for production have 33.9% and wellington boots 32.7%. The cumulative influence of 66.6% by the provision of the above two resources for production is to create a good working environment for productivity. This is confirmed by Fuglie and Langemeier (2007) that work environment like the provision of proper and adequate tools can be a great work motivator for increasing productivity.

**Table 8: Resources provided for agriculture productivity**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Training in agriculture	14	8.5
Provision of first aid materials	30	18.2
Provision of tools	56	33.9
Provision of wellington boots	54	32.7
Extra Uniform	11	6.7
<b>Total</b>	<b>165</b>	<b>100.0</b>

Source: Field survey, 2010

### **Motivational factors influencing productivity**

Factors associated with arousal and behaviour change that can influence productivity growth are necessary if productivity targets are to be achieved. Table 9 shows that respondents perceived by 85% that promotion was an extremely high factor which can increase productivity and 60% special recommendation which are far higher than bonuses or commission on output. This is in direct conformity with Fuglie and Langemeier (2007) assertion that recognition and self growth are motivation factors that drive increase productivity highly. However, amongst inmate respondents in Table 10, 90% felt that, training holds the key to increased productivity as one acquires requisite skill in the productive venture that is being undertaken. 82.5% and 77.5% of the inmates believed that time spent working on the field and attention that is paid to personal needs of individuals also influence productivity to a large extent. These figures reveal that both groups have different things that they consider as motivational factors for productivity.

**Table 9: Perceptions of officers on the influence of motivation factors on productivity by importance**

Areas of Motivation	Extremely High	High %	Total %
Commission on Output	35.0	65.0	100
Bonuses	50.0	50.0	100
Promotion	85	15.0	100
Special/Recommendation	60.0	40	100

Source: Field survey, 2010

**Table 10: Inmates perception on the influence of motivation factors on productivity by importance**

Types	Frequency	Percentage
Money for work	14	35.5
More visit by friends and relative	14	35.5
Food items for work	12	30.0
Timely response to personal needs	31	77.5
Extension of time for going out for		
Agric work	33	82.5
Giving training in agriculture	36	90.0

Source: Field survey, 2010

Table 11 in an order of importance buttresses this by showing 60% of the respondents suggesting that giving training in agriculture as type of motivation that leads to increase productivity among both groups of respondents. 51.7% said timely response to personal needs. Rewards for increased productivity is 26.7% of significance to the respondents, 21.6% adequate provision of resources and assigning production targets equally, while relationship and time were of little significance to them. The implication from this observation is that, tangible motivational factors were assessed to have more impact on productivity than the intangibles like relationship and time of going out for work. The issue of motivation in terms of its direct benefit to the individual has been given prominence in Table 11 as against that which gives a better working condition like the provision of inputs. This is despite the observation that it is considered as a factor that could lead to increase productivity in Table 7. The assessment of the individual's

motivational driving force, in this case self growth, should become cardinal to increasing productivity in agriculture at Nsawam Medium Security Prison, Fuglie and Langemeier (2007).

**Table 11: Types of motivations that lead to increase in agricultural productivity**

Types	No	%
Rewards for increase in productivity	16	26.7
Adequate input provision	13	21.6
Cordial relation among officers and inmates	6	10.0
Giving production targets	13	21.6
Money for work	14	23.3
More visits by friends and relatives	14	23.3
Food items for work	12	20.0
Timely response to personal needs	31	51.7
Extension of time for going out for		
Agricultural work	4	6.6
Giving training in agriculture	36	60.0

N=60

Source: Field survey, 2010

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Summary

The introductory chapter of this dissertation has given the reasons for agricultural activities of Prison as a correctional institution all over the world and for that matter that of Ghana. Basically, it is for the purposes of feeding its teeming inmates, cutting down on the colossal sums used in maintaining the inmates and using agriculture as a tool of training to reform for the purpose of reintegrating the prisoners back into the larger society as “better individuals”.

The aim of the study was to find out the effect of motivation on the level of productivity and the types of motivation that can result in increase productivity.

The methodology used was to collect data through a survey from a stratified random sample engaged in agriculture in the form of interviews and administering of questionnaire which was analyzed in SPSS.

The findings were as follows:

- Productivity level was low in agriculture at Nsawam Medium Security Prison.
- Background characteristics of respondents influenced performance on the agricultural field.
- The rules and regulations of the Prisons Service affected production levels and productivity.

- The provision of resources was considered a major factor influencing productivity and
- Motivational factors which are tangible would lead to increased productivity.

## **Conclusions**

The Ghana Prisons Service for that matter the Nsawam Medium Security Prison engages in agriculture as a form of reformation programme to equip the inmates with agricultural skills which could make them employable in sustainable agriculture on the discharge of the prisoners as well as providing for part of their up keep in prisons.

The low levels of production and productivity are the result of the background characteristics of those engaged in the field of agriculture, the rules and regulations of the service and the provision of resources for production activities. The low productivity in the agricultural sector of the Medium Security Prison, Nsawam, confirms the general view of low agricultural productivity in the Prisons Service. The perception is that, provision of resources for production would help increase productivity.

Finally, certain motivational factors relating recognition, self growth, work achievement and work environment would lead to increased productivity in the agricultural sector of the Medium Security Prison at Nsawam. Clearly, the aims of embarking on agriculture in the Ghana Prisons Service could be achieved if officers and inmates are motivated to increase productivity as the study shows.

## **Recommendations**

On the basis of the findings the following recommendations are made to the Nsawam Medium Security Prison Authorities.

- The Service should employ motivational factors which would result in respondents realizing that they have been recognized for their work which would bring about self growth and satisfaction with their achievement. Furthermore, there should be improvement in their work environment to boost productivity.
- More training should be given to both officers and the inmates especially the prison inmates to improve their knowledge in the field of agriculture.
- Seriousness should be attached to the provision of resources for production and supervision to achieve production targets. The current indication is that resources are not readily available for production in the agricultural sector.
- Finally, the research should be carried out on a larger scale to involve the camp prisons which were established solely for agriculture as their main focus of operation for the prisoners so as to observe the influence of motivation on productivity.



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## APPENDICES

### APPENDIX A

#### QUESTIONNAIRE FOR OFFICERS

The one administering this questionnaire is a student of Institute for Development Studies University of Cape Coast. He is pursuing MA HRM Programme and researching into the effect of motivation on increasing productivity in Agriculture: A case study of Nsawam Medium Security Prison. The study is for academic purposes. Please be assured that your identity will not be disclosed and any information given will be strictly confidential. You have the right to decline to answer any question or refuse to take part in this research.

1. How old are you?
2. How long have you been working in the service?
3. What is your educational level?  SSCE/GCE  BSCE   
Higher Education
4. Do you have any previous knowledge in Agriculture? Yes  No
5. Are conditions conducive for working in the Agricultural field?  
 Yes  No
6. Are you provided with the following needed accoutrement for work in the field?
  - a. Wellington boots Yes  No
  - b. Extra Uniform Yes  No
  - c. Tools (Agricultural) Yes  No

d. Gloves Yes  No

**Finding about motivation, type of motivation and it's effects**

7. How do you consider employer motivation?
- a. Very important
  - b. Important
  - c. Less Important
  - d. Not important
8. What do you think can be done to increase productivity?
- a. Provision of Inputs on time
  - b. Training of officers in modern Agriculture
  - c. Rewarding officers for high productivity.
9. Do you receive any reward when there is high productivity?  
Yes  No
10. Are you motivated enough to increase productivity by this reward?  
Yes  No
11. Indicate the importance of these motivational factors on agriculture productivity.
- a. Commission on output:
    - i.** Very High      **ii.** High      **iii.** Low      **iv.** Very Low
  - b. Bonus:
    - i.** Very High      **ii.** High      **iii.** Low      **iv.** Very Low

- c. Promotion:
- i.** Very High      **ii.** High      **iii.** Low      **iv.** Very Low
- d. Special Recommendation:
- i.** Very High      **ii.** High      **iii.** Low      **iv.** Very Low
12. Which of the following makes you happy on the field?
- a. Adequate timely Input
- b. Early time out for work
- c. Cordial relations among officers
- d. Cordial relations among officers and inmates
- e. Strict supervision
- f. Nothing at all
13. How does the Service respond to your needs?
- a. Very Timely
- b. Timely
- c. Delay respond
- d. Not at all
14. Are you given any training in modern ways of agriculture?
- Yes  No
15. If yes, How often?
- a. Once a year
- b. Twice in a year
- c. When the need arises
- d. Periodically (No time bonds)
16. Which of the service regulations affect your work output?

- a. Regulations on time of going out for work.
- b. Time of returning from work.
- c. Working under higher ranked officers not interested in Agriculture.
- d. Regulations on handing of escape issues.

17. Which of the following shows that your colleagues are not interested in Agric?

- a. Giving of excuses
- b. Lack of motivation
- c. Working lazily on the field
- d. I can not tell

18. Are you giving any First Aid on the field in the cases of accidents, snake bite or sickness?

Yes  No

19. Do you suspect any deliberate attempt to retard progress in agriculture by non agricultural officers in high position?  Yes  No

**Finding out the level of productivity**

20. How do you describe productivity level in the service?

- a. Very high
- b. High
- c. Low
- d. Very low

21. Do you have storage facilities?  Yes  No

22. If yes, describe its adequacy.
- a. Very adequate
  - b. Adequate
  - c. Slightly adequate
  - d. Not adequate
23. Are you given production targets?  Yes  No
24. If yes how often do you achieve them?
- a. Very often
  - b. Often
  - c. Scarcely
  - d. Not all
25. Would you prefer to work in another area rather than the agricultural field?
- Yes  No
26. If yes, which field?
- a. Outside labour gang
  - b. Bungalow gang
  - c. Industry gang
27. Why?
- a. They receive rewards
  - b. Their work is not so tedious
  - c. There is less supervision
  - d. There is more leisure hours

e. None of the above

## APPENDIX B

### QUESTIONNAIRE FOR PRISON INMATES

The one administering this questionnaire is a student of Institute for Development Studies University of Cape Coast. He is pursuing MA HRM Programme and researching into the effect of motivation on increasing productivity in Agriculture: A case study of Nsawam Medium Security Prison. The study is for academic purposes. Please be assured that your identity will not be disclosed and any information given will be strictly confidential. You have the right to decline to answer any question or refuse to take part in this research.

1. How old are you:
2. What is your level of education? JSS  SSCE/GCE  TERTIARY
3. How long have you been in Prison?
4. Do you receive visits?  Yes  No
5. What type of work do you want to do in the Prison?  
 Agriculture  Industry/Vocational  None
6. What work are you doing now?  
Agric  Industry/Vocational  None
7. If none why?
8. Do you do the work willing?  Yes  No

#### **Finding about motivation, type of motivation and its effects**

9. What do you want for the work you are doing?



- Money  More visits  Food items  none of the  
aforementioned.
10. Can you suggest what you want if it is none of the aforementioned?
11. Are you aware of any benefits you can get if you have a good harvest  
if work in Agric?  Yes  No
12. If yes, how does this drive you to do your best?
- a.  it makes me work harder.
- b.  it does not change my work output.
- c.  I lazy about because I don't believe it.
13. If you are sure that what you want will be given to you in accordance  
with prison rules and regulations, would you do more to increase  
productivity.
- Yes  No
14. Are you given some training in Agriculture?  Yes  No
15. Do you think if you are given such training, it will help you to put in  
more efforts to increase productivity in Agric?  Yes  No
16. Do you think, if you are provided with things necessary for your work  
on the field like first aid box, it will make you put in your maximum  
effort to increase productivity.
- Yes  No
17. What about provision of tools and wellington boots to increase  
productivity

Yes       No

18. You think if your time of going out is changed for Agric work it will help increase productivity?     Yes     No

**Finding out the level of productivity**

19. How do you rate productivity in general in Agric?

Very High       High      Low     Very Low   

20. Do you think that if you are provided with some reward, productivity will go up?

Very High     High     Low       Very Low

21. To what extent will change in the time of going out affect productivity?

Very High      High     Low       Very Low