

## Motivation in a Private University in Ghana: Lessons for Management.

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### Abstract

This study was carried out at the Catholic University of Ghana, Fiapre (CUG), located in an agrarian community in Ghana. It establishes the relationship between motivation and job satisfaction. The study used a quantitative research approach to collect and analyze the respondents' data. The population of the study comprised all staff of the Catholic University of Ghana, Fiapre. The total numerical strength of the population was 118 respondents. The study used a convenient sampling technique to obtain a sample size of 91 respondents for the study. Closed-ended questionnaires were employed in the study. Data were analyzed using the means, standard deviation, and regression analyses. The study discovered that employees were not highly satisfied with the motivation in the institution, particularly, overtime payment and provision of transport for official duties. Finally, the study found that economic, psychological, and organization-administration motivation had a significant relationship with job satisfaction. The study recommended "inter alia" that the institution seriously and urgently consider enhancing motivation to meet employees' expectations for greater output because of the strong positive significant relationship on job satisfaction.

**Keywords:** economic motivation, psychological motivation, organizational-administrative motivation, job satisfaction.

## **INTRODUCTION**

Mappamiring, Akob, and Putra (2020) posit that professional management of human resources is necessary to balance employees' requirements, organizational needs, and the importance of quality human resources for the company's development. This equilibrium is crucial to the company's capacity to expand productively and achieve its goals. Therefore, workers are expected to perform effectively and appropriately. It is widely acknowledged that a company's capacity to manage its human resources effectively will determine both its capacity to endure and grow (Arfah and Aditya, 2019; Nurhilalia et al., 2019; Firman et al., 2020).

Motivation is crucial in both private and governmental organizations (Zameer, Nisar, & Amir, 2014). The words "motivation" and "motive" both refer to an individual's desires, needs, or goals, according to Chaudhary & Sharma (2012). In this instance, motivation can be referred to as the procedure firms use to decide whether or not to reward their staff members for putting up a strong performance. A person is deemed motivated when they are motivated by an inner or external drive, whereas an uninspired person lacks the motivation to act (Ryan & Deci, 2000).

Motivated workers exhibit higher levels of self-motivation and an orientation toward autonomy and independence compared to less motivated individuals, which enables them to seize opportunities for professional growth (Demircioglu & Chen, 2019; Arshadia, 2010). Employee behavior and well-being are measured and promoted as part of the study of company culture. Numerous studies have been done to find out what motivates workers to do well at work, feel satisfied with their jobs, and remain in a particular organization for a long time. The study focused on measuring and analyzing the elements that are most likely to encourage Greek bank workers to be dedicated and effective at work and, as a result, enjoy job satisfaction. The Islamic work ethic has a greater impact on intrinsic motivation and organizational commitment than it does on job satisfaction and performance, according to research by Hayati and Caniogo (2012) that looked at how intrinsic motivation influences these factors from the perspective of the Islamic work ethic. One's self-worth, which is connected to the inherent drive, can be indicated by accomplishment, acknowledgment, acceleration, the work itself, responsibility, and personal advancement. According to Mitchell, Schuster, and Jin (2020) and Van den Berghe et al., (2014), extrinsic motivation arises when there are motivational factors that are not internal to the employee, such as safety at work, working conditions, company policy, status, salary, and interpersonal relationships.

Motivation has been described as the force that propels an individual or stimulates a person to take an action that will accomplish a desired goal. Organizational goals cannot be successfully achieved without a motivated workforce. In Ghana, institutions located in the agrarian areas; particularly educational institutions find it even more difficult to recruit and retain their staff than their counterparts in the urban centers. In the education sector, particularly tertiary institutions, aside from those leaving the country for greener pastures abroad, second-cycle institutions and universities in the agrarian areas are usually unable to attract and retain the needed staff to increase effective education delivery. Little is, however, known about the pattern of motivation in private tertiary institutions in Ghana.

This makes it difficult for institutions or organizations to adequately motivate their staff for better performance. Workers also tend to migrate from one organization or location to another in search of better job satisfaction and remuneration. The knowledge of the determinants of worker motivation to perform satisfactorily is crucial to the attraction and retention of staff in organizations, especially in agrarian areas.

Numerous studies on motivation have been conducted, including those on the effects of motivation on employee performance (Zameer, Ali, Nisar, and Amir, 2014), organizational performance (Muogbos, 2013; Emeka, Amaka, and Ejim, 2015), organizational effectiveness (Manzoor, 2012), fair reward (motivation) systems on employees' job performance (Agwu, 2013), employee motivation on productivity (Chaudhary & Sharma, 2012), and reward. However, to the best of the knowledge of the researchers, little research has been done on how motivation affects workers' job satisfaction. Additionally, authors who have researched the idea of job satisfaction have concentrated on the connection between job satisfaction and leadership replacement (Pool, 1997), fairness judgments (Austin, McGini, and Susmilch, 1980), participation's influence on job satisfaction (Wright and Kim, 2004), job satisfaction about beliefs and effective experience (Weiss, 2002), and job satisfaction and productivity (Wilkinson & Wagner, 1993); with little information available on bridging the relationship gap between these notions, the effort will enhance the literature on motivation and job satisfaction in Ghana. According to Locke (1976), satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job". Loyalty, confidence, and improved product quality are all products of a satisfied workforce (Tietjen & Myers, 1998). This study at the Catholic University of Ghana, Fiapre, (CUG) aims to investigate which form of motivation affects workers' satisfaction with their jobs.

## Research Questions

The following research questions guided the study:

1. What is the staff's job satisfaction level on motivation in the institution?
2. How is motivation for staff at the institution related to their job satisfaction?

## Literature Review

### Motivation

One aspect of human resource management that is used in most firms is staff motivation. Because it keeps workers happy and enthusiastic to achieve their goals, this practice benefits both employees and employers (Antwi, Opoku, Seth & Margaret, 2016). The term "motivate" which implies driving, pushing, or urging someone to do something is where the word "motivation" gets its meaning. To provide a purpose is to motivate, in other words, after defining the terms used to characterize motivation, the numerous angles from which scholars examined it shall be defined.

Employee motivation is essential for the completion of the assigned work according to the operational criteria of the business. According to Indahingwati et al. (2019), motivation is the capacity that enables someone to behave in the direction of a specific objective. When it comes to results like productivity, performance, and perseverance, this incentive is similar. In his study, Arshadia (2010) found that motivation has a favorable impact on performance. The presence of autonomy support, which denotes those organizational administrators give careful consideration to each action that is intended to advance the welfare of employees, is

what motivates people. Additionally, there are fair regulations that address the need for flexible work.

According to Cole (2002), the term "motivation" refers to the institutional and cognitive procedures people employ to try to satiate the fundamental urges, perceived needs, and personnel goals that lead to human behavior. By pointing out that motivation does not happen in a vacuum but is instead primarily brought on by several elements that represent the individual requirements of the worker, Cole's definition expands on the concept of motivation. These needs operate as the motivation behind the person's decision to choose a certain path toward a goal that will satisfy that need personally.

### **Motivational Factors**

According to Rahaman, Wafik, Mamoon, and Islam (2020), several factors can help motivate employees, and these factors will inevitably affect workforce motivation, which will drive organizational performance. Flynn (2011) highlighted that both recruiters and business managers have been involved in the workplace motivation game, where the most important motivating factor for employees to improve their work performance in the office is financial compensation; other factors include organizational connection, working atmosphere, employee desire, safety, fairness, opportunity for career growth, and a fair monitoring system. This study conceptualized motivational factors from three main domains: economic motivation, psychological motivation, and organizational-administrative motivation.

According to Tzifakis (2013), economic motivations are all of the tangible factors and rewards that lead collectivities to use force to achieve their goals. These include increases in salaries, fringe benefits, sponsorship for further studies, loan support & salary advance, overtime payment, etc. Psychological motivation, on the other hand, refers to the internal and external factors that drive people to behave in certain ways, and to initiate, continue, or stop a behavior at a specific time. They include autonomous working, personal power and carrying authority, working conditions, recognition, promotion prospects, etc. Organizational-administrative motivation involves the establishment of a well-designed organizational structure that influences employees' enthusiasm, commitment, and productivity. Examples of such factors include goal congruence, well-established communication networks, telephone services, etc.

This notwithstanding, most studies have indicated two main factors that motivate people. These factors could be intrinsic or extrinsic. Intrinsically motivated persons are naturally powered from within. In other words, their motivation is inherent or innate. Such persons by default are self-starters or pathfinders who take risks in finding solutions to organizational problems as well as charting the way for others to follow. They are pacesetters. The intrinsically motivated person gets personal satisfaction from his/her ability to meet set goals or targets within the stipulated time without counting on the toll that takes on him/her.

However, external or extrinsic motivation originates from outside the person and is tangible rewards such as pay, promotions, awards, bonuses, and housing, amongst others. This type of motivated person is not only difficult to get but also expensive to sustain. Motivation declines with the seizure of rewards. Such persons are not often likely to die a little or sacrifice for the benefit of all or the organization. By comparison, it is realized that extrinsic motivators have

an immediate and more powerful effect on motivation than intrinsic motivation. However, intrinsic motivators tend to have longer-term effects because of their inherent and non-imposed nature. It can be said that economic motivation and organisational-administrative motivation are mainly extrinsic while psychological motivation could be both intrinsic and extrinsic. The relationship between these concepts and job satisfaction is shown in the figure below:

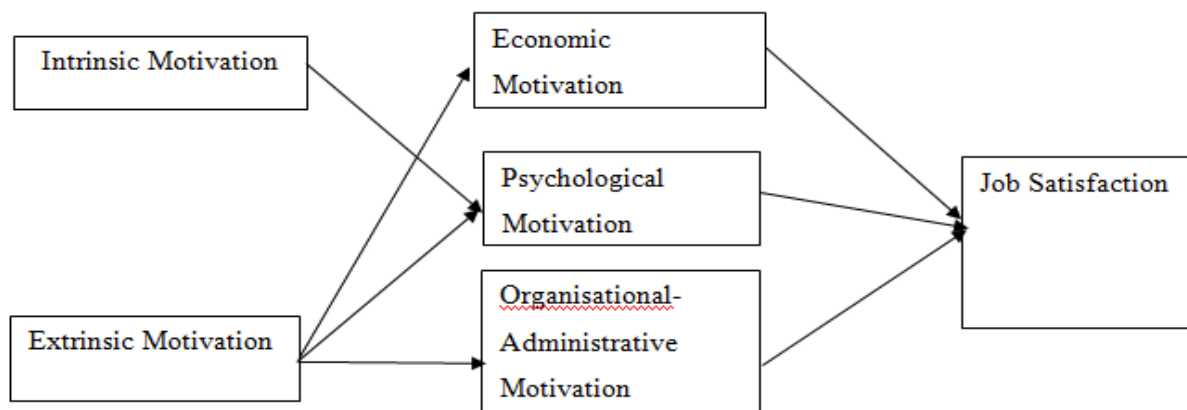


Figure 1: Authors' construction (2024)

### Motivation and Job Satisfaction

Extant literature has thoroughly examined the relationship between motivation and job satisfaction. For instance, Stefanidis (2012) carried out research to determine the rewards that motivate Air Force officers and guarantee their commitment to the organization. The results of the study indicate that four motivators can increase officer commitment and satisfaction. These include the managerial abilities of the supervisors, job satisfaction, role clarity, working conditions, and chances for merit-based advancement. The degrees of job satisfaction, role conflict, and autonomy were assessed in a study by Belias et al. (2014a, b, c) among employees of Greek banks and credit institutions. The research's findings showed that the organization as a whole, the prospects for promotion, and the actual work were the most satisfying elements, whereas the immediate superior, the working environment, and the pay were less satisfying.

Meng and Berger (2019) analyze how important organizational elements (organizational culture and outstanding leader performance) affect the general job satisfaction of public relations professionals while focusing on assessing the common mediation effects of work. They confirmed that business culture and leader effectiveness could have a significant impact on the trust, engagement, and job satisfaction of public relations professionals. More importantly, results showed that when supportive organizational culture and excellent leader performance were attained, commitment and trust had significant joint mediating effects on professionals' job satisfaction. In essence, corporate culture is important for the development of a firm. To create the ideal organizational climate, one must start with the broader and deeper dimensions of corporate culture. The issue of corporate culture has recently drawn significant attention, particularly in light of the unpredictability of today's workplaces (Meng & Berger, 2019; Stone, Stone-Romero, & Lukaszewski, 2007). Culture is the sum of all human ideas, creations, and outcomes that are unrelated to human impulses and can only be triggered by people when they have learned something new. Organizational culture is the essence of what makes them function. Members' behavior is regulated by commands and

prohibitions, which specify what is done and what is not done. Therefore, culture includes what can and cannot be done, allowing it to be used as a guideline for organizational activities.

Corporate dependability and organizational culture are examined by Silla, Navajas, and Koves (2017) in connection to job satisfaction. They discovered that the favorable associations between a supportive culture and a safety-conscious workplace were partially mediated by employee communication satisfaction. In addition, several pertinent studies (e.g., Kim & Chung, 2019; Dong & Phuong, 2018; Islam, Bangish, Muhammad, & Jehan, 2016) explain that the corporate culture component of organizational justice mediation plays a critical role in raising job satisfaction and employee performance. According to Haerani et al. (2020), organizational justice and structural person-organization fit have an impact on employee performance, organizational commitment, and organizational citizenship behavior.

Based on the existing literature on motivation, the study proposed these hypotheses:

H0: Motivation has a statistically significant on the job satisfaction of staff

H1: Motivation has no statistically significant on the job satisfaction of staff

### Material and Methods

This study applied a convenient sampling approach to identify the motivational factors available in the institution and the level of staff satisfaction regarding the motivational factors available in the institution. The study further establishes the relationship between the three motivational factors employed by the study and the job satisfaction of workers in Ghana. A structured questionnaire was used for data collection purposes, which was made up of 21 purposeful motivational factors grouped under the three main subheadings of motivational factors for the study and 9 job satisfaction measures. The questionnaire was close-ended and rated on a five-point Likert-type scale ranging from “Strongly Agree” (SA) with a score of five (5) to “Strongly Disagree” (SD) with a score of one (1). The researchers used the five-point Likert scale because some respondents were not sure and wanted to remain neutral. Reliability was used to indicate the extent to which the different items on the questionnaire are consistent with one another and the extent to which each measure is free from measurement error. To test for reliability, the study used the internal consistency technique by employing Cronbach’s Coefficient Alpha test for testing a research tool. According to Sekaran (2019), "an alpha value less than 0.60 is considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 high." The dependability coefficient before the major data collection confirms this assertion. The table below presents the reliability coefficient of the questionnaire using Cronbach’s alpha.

### Reliability of Instrument

	Coefficient	No. of Items
Level of Satisfaction	0.940	21
Job Satisfaction	0.703	9
Reliability of instrument	0.82	30

Defining the criteria that define who is included and who is excluded is necessary for identifying the target group. In other words, what qualities must a person possess to the target population? Due to the nature of this study, thus, this study required respondents who a

permanent staff and can respond to the questionnaire without being supervised. Therefore, the targeted respondents for the study were only the Senior Members and Senior Staff who had a minimum qualification of a bachelor's degree which is also estimated at 118 staff which also excluded management members.

### Target Population

Staff Category	Number
Senior Members	84
Senior Staff	34
Total	118

Source: Field survey (2024)

91 respondents from the two categories that satisfied the study's selection criteria made up the sample for this investigation. The sample selected was distributed proportionally across the various categories. Thereby, employing the proportional stratified sampling technique. That is, the respondents from each category were dependent on the sample frame in the school. The proposed sampled respondents are displayed in the Table below;

### Sampled Respondents for the Study

Strata	Sample frame	Sample size
Senior Members	84	$84/118 \times 91 = 65$
Senior staff	34	$34/118 \times 91 = 26$
Total	118	91

Source: Field survey (2024)

Inferential statistics (regression analysis) and descriptive statistics (means and standard deviation) were generated. The descriptive analytical approach was used specifically to examine Objective One. Regression analysis was used to analyze research question Two. The regression model utilized in this study was of the form:

$$JS = b_0 + b_1EM + b_2PM + b_3OAM$$

Where; JS = job satisfaction

EM = economic motivation

PM = psychological motivation

OAM= organizational – administrative motivation

## Results and Discussions

### What is the level of staff satisfaction with motivation?

The table below shows the level of satisfaction with the motivational factors available in the institution. The findings are discussed using means and standard deviation. The benchmark for interpretation of the mean is a mean of 0-2.5 is considered low, a score between 2.51-3.51 is considered moderate (average), and above 3.51 is considered high. Staff level of satisfaction with economic motivation was addressed first by the study and presented in the table below:

***Level of Satisfaction with Economic Motivation.***

Economic Motivation	Mean	Std. Deviation
Increase in salaries	3.39	1.16
Fringe benefits	3.07	1.37
Sponsorship for Further Studies	3.01	1.16
Loan Support & Salary Advance	3.18	1.13
Study Leave with Pay	3.12	1.59
Provision of transportation facility, e.g., Official car	2.61	1.62
Participation in the profit	2.02	1.42
Overtime	2.27	1.38
<b>Mean of Means</b>	<b>2.83</b>	<b>1.35</b>

Source: Field survey (2024)

The results on economic motivation indicated that staff level of satisfaction is moderate (M=2.83. Std. dev.=1.35), thus, staff in the institution are not highly satisfied with the economic motivation in the institution.

***Level of Satisfaction of Psychological Motivation***

	Mean	Std. dev.
Autonomous working	3.34	1.43
Personal power and carrying authority	3.40	1.36
Working condition	3.27	0.94
Recognition	2.73	1.27
Promotion prospects	3.23	0.97
Relation with co-worker	3.17	1.29
Job security	2.24	1.24
Career Development	2.17	0.93
<b>Mean of Means</b>	<b>2.94</b>	<b>1.78</b>

Source: Field survey (2024)

The results on psychological motivation also indicated that staff level of satisfaction is moderate (M=2.83. Std. dev.=1.35), thus, staff in the institution are not highly satisfied with the psychological motivation in the institution.

***Level of Satisfaction with Organizational-administrative Motivation***

	Mean	Std. dev.
Goal congruence	2.39	0.93
A well-established communication network	2.01	1.12
Telephone Services	2.33	1.30
Company Policy	2.39	1.22
Involvement in decision-making	1.83	1.19
<b>Mean of Means</b>	<b>2.19</b>	<b>1.15</b>

Source: Field survey (2024)

Organizational-administrative motivation recorded the lowest mean (m=2.19, std. dev. 1.15) indicating that staff are not satisfied with the organizational-administrative motivation in the institution.



### How are motivational packages for staff related to their job satisfaction?

The final research question establishes the relationship between the forms of motivation used in this study and job satisfaction. As already indicated, the three forms of motivation adopted by this study are Economic Motivation, Psychological Motivation, and Organizational-administrative Motivation. For the dependent variable, all the Job Satisfaction indicators were combined into a single mean score and were regressed against the independent variables. The tables below

#### Model Summary <sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.888 <sup>a</sup>	0.789	0.781	0.25862	1.690

a. Predictors: (Constant), OAM, PM, EM

b. Dependent Variable: JS

The dependent variable and independent variables have a strong positive association, as shown by the model correlation coefficient (R) value of 0.888 in the table above. With an R-square of 0.789, the model successfully predicted 78.9% of changes in job satisfaction as the dependent variable, with other variables accounting for the remaining 21.1% of the explanations. There is no autocorrelation among the residuals in the regression model, according to the Durbin-Watson result of 1.690. This is because the established standard for the test tool, the Durbin-Watson statistics, is larger than 1.5 and less than 2.5.

#### Summary of ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.781	3	6.594	98.586	.000 <sup>b</sup>
	Residual	5.284	79	0.067		
	Total	25.065	82			

a. Dependent Variable: JS

b. Predictors: (Constant), OAM, PM, EM

The regression means square (MSR) divided by the residual mean square (MSE) yields the F statistic in the ANOVA table above. The joint significance of the independent and dependent variables in explaining the dependent variable is examined using the F statistic. The p-value for the analysis is significantly below 0.05 (p 0.000). R and R<sup>2</sup> between motivation and work satisfaction are therefore statistically significant, it can be said. The hypothesis of the study was tested in this section.

*H<sub>0</sub>: Motivation has a statistically significant on the job satisfaction of staff*

*H<sub>1</sub>: Motivation has no statistically significant on the job satisfaction of staff*

#### Standard Multiple Regression Analysis

##### Coefficients <sup>a</sup>

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
		Std. Error			
1	(Constant)	2.359		22.461	0.000
		0.105			

EM	0.373	0.058	0.688	6.420	0.000
PM	0.295	0.052	0.651	6.423	0.000
OAM	0.287	0.045	0.518	6.432	0.000

- a. Dependent Variable: JS
- b. Predictors: (Constant), OAM, PM, EM

The table outlines the results of the motivation and job satisfaction based on a standardized multiple regression analysis. Economic motivation reported a beta coefficient of 0.373 and a significant value of 0.000. Psychological motivation recorded a beta of 0.295 and a significant value of 0.000. Organizational-administrative motivation recorded a beta value of 0.287 and a significant value of 0.000. According to the findings, psychological motivation had the least unstandardized beta and economic motivation had the greatest. It implies that when the variance explained by all other variables in the model is controlled, Economic motivation has the strongest individual contribution to explaining job satisfaction. Hence, the null hypothesis is accepted.

### Discussion

The study sought to find out the level of satisfaction of the respondents regarding the motivational factors available in the institution. The findings from objective two indicate that the level of satisfaction is moderate. This is to say, that the respondents are not highly satisfied with the motivational factors available in the institution. This is indicated by the average means of the motivational factors (economic motivation = 2.83, psychological motivation = 2.94, and organizational-administrative motivation = 2.19). Stefanidis D. (2012) carried out research to determine the rewards that motivate Air Force officers and guarantee their commitment to the organization. The results of the study indicate that four motivators can increase officer commitment and satisfaction. These include the managerial abilities of the supervisors, job satisfaction, role clarity, working conditions, and chances for merit-based advancement. The degrees of job satisfaction, role conflict, and autonomy were assessed in a study by Belias et al. (2014a, b, c) among employees of Greek banks and credit institutions. The research's findings showed that the organization as a whole, the prospects for promotion, and the actual work were the most satisfying elements, whereas the immediate superior, the working environment, and the pay were less satisfying. This conclusion supports earlier research among Greek bank employees, the majority of which found that the current levels of employee job satisfaction are quite high. In particular, the findings indicate that among intrinsic elements, job content appears to be at the highest level and has the biggest influence on employee satisfaction. Employees, on the other hand, often give a lot of weight to the extrinsic incentive of money (a decent salary, wage, or payment).

A company's strategy in various institutional activities can be significantly impacted psychologically by motivation as a catalyst for improving work happiness and quality. Paais and Pattiruhu (2020) found that giving a sizable bonus for each successful work measurement is a sign of business professionalism. A career path is something that every employee seeks wherever they work, but focusing only on bonuses and big wages does not necessarily yield the best results in terms of performance and job happiness. This is the primary incentive for an employee to stay with the company, as evidenced by career pathways that the management deems appropriate. Employee satisfaction and dissatisfaction are often primarily influenced by the corporate environment and the social dynamics at work. a system of training and

rewards that is exact, calculated, and planned. This study also demonstrates that leadership affects employee performance and satisfaction in a favorable and significant way. This might be taken to mean that for organizations to achieve job satisfaction, leadership aspects become crucial and necessary.

The findings from the final objective show that the forms of motivation adopted in this study have a statistical relationship with job satisfaction. Thus, economic motivation such as an increase in salary, fringe benefits, loan support and advances, and overtime payment, amongst others have a positive significant impact on job satisfaction. Economic motivation (beta coefficient of 0.373 and a significant value of 0.000) indicates that a unit improvement in economic motivation may account for a 37.3% increase in job satisfaction of employees. The organizational-administrative motivation was also found to have a positive significant impact on job satisfaction (beta = 0.287, sign. = 0.000). which also indicates that a unit improvement in organizational-administrative motivation can also increase job satisfaction by 28.7%. Psychological motivation finally recorded a beta of 0.295 which indicates that it has a positive significant effect on job satisfaction. In their study on motivation and job performance, Ato Forson, Ofosu-Dwamena, Opoku, and Adjavon (2021) discovered that teacher motivation in Ghana is favorably influenced by salary package, job design and atmosphere, and performance management system. The motivational elements for this work were strong indicators of job performance.

### **Conclusion**

Motivation is key for the enhancement of job satisfaction of workers. The results of this study show a 0.888 correlation between motivation and job satisfaction and also, motivation predicted 78.9% of the variation of staff job satisfaction. This notwithstanding, the findings of this study indicate that the staff are not satisfied with the motivation in the institution. Staff were found to be moderately satisfied with economic and psychological motivation, while they also indicated non-satisfaction with organisational-administrative motivation. Economic, psychological, and organizational-administrative motivation were also found to have a statistically significant relationship with job satisfaction.

### **Recommendation**

The level of satisfaction of the employees about these motivational factors was also indicated to be moderate, thus, the employees are not highly satisfied with the motivational factors. Management should seriously consider providing these factors to motivate the employees of CUG to court employee's satisfaction, which would translate into positive output. Specifically, economic motivation and organizational-administrative motivation should be improved since it is shown in this study to have a significant positive impact on job satisfaction.

Moreover, Wahyudi (2022) highlights the fact that the satisfaction of the motive or reason cannot be separated from genuine motivation or enthusiasm for completing a task. This serves as a reminder to higher education institutions, to focus on factors that become motives in performing their duties, such as the satisfaction of psychological motivations (about recognition and welfare), and fulfillment of economic motivations (about study leave with pay, overtime payment, and fringe benefit).

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