

EMPLOYEE PERCEPTION OF THE IMPACT OF SATISFACTION AND MOTIVATION ON JOB PERFORMANCE: THE CASE OF GHANAIAN WORKERS

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ABSTRACT

The purpose of the study was to ascertain whether Ghanaian employees are satisfied with their jobs. The study was to explore the relationship between satisfaction, motivation, and job performance. Five-hundred and three questionnaires were distributed among employees of diverse industries and sectors in Ghana to collect primary data on the subject for analysis and interpretation. The categories under which the survey was conducted were; job satisfaction, job motivation, and job performance. Each category had six questions under it. This paper therefore presents evidence of the impact of satisfaction and motivation on job performance in Ghana. Relying on descriptive and regression analysis, the finding strongly indicates an existing relationship and a direct correlation between

satisfaction, motivation, and job performance among Ghanaian workers. Interpretation of data brought to the fore that a well-motivated workforce displays a higher level of job performance. As a result, employees in Ghana, as unearthed by the survey, are satisfied and motivated at their current jobs. About 60% of employees surveyed agreed and strongly agreed to the survey questions on job satisfaction, job motivation, and job performance; the three main variables under consideration. The Ordinary Least Squares (OLS) estimation further showed that satisfaction and motivation significantly influence job performance in a positive way. The manuscript also touches on the role of leadership in employee satisfaction and motivation on the job.

Key Words: *Motivation, Satisfaction, Job Performance, Leadership, Ghana, Africa*

INTRODUCTION

The most precious, nevertheless unstable asset of any organization is a satisfied, motivated, and stable workforce with an appropriate level of capability, commitment, and productivity. Job satisfaction is one of the most profoundly researched and examined notions in the field of organizational behaviour, organizational psychology, and human resource management because of its impact on employee performance (Bellou, 2009; Campbell, 1990). It is a key factor to maintaining high performance and efficient service in industry because it directly impacts the productivity of organizations. Nearly over 12,000 job satisfaction surveys and studies have been conducted and published by reputable authors such as Kinicki, Mckee-Ryan, Schriesheim, & Carson (2002) and Kreitner & Kinicki (2007). Additionally, experts in organizational psychology have worked towards revealing the reasons for which individuals vary in their motivation to work and how personality differences work together with organizational and situational factors to influence individual satisfaction and motivation on the job (Furham, Eracleous, & Chamorro-Premuzic, 2009). Research has shown that in poorer parts of the world, in less individualistic cultures with large power distances, intrinsic job characteristics such as

recognition, autonomy, and work itself are less closely related to job satisfaction; while extrinsic job characteristics such as pay, job security, and working conditions are more closely linked with job satisfaction (Adigum & Stephenson, 1992; Kanungo, 1990; Earley & Stubblebine, 1989; Eylon & Au, 1999).

OBJECTIVE OF THE STUDY AND SURVEY

This study on the impact of satisfaction and motivation on job performance in Ghana was designed to ascertain whether Ghanaian employees are motivated in their workplaces and therefore perform to the best of their ability. The study adopted the premise that the process of involving and conferring with employees on a regular basis is enormously beneficial and motivational towards the success of the organization. The researcher was of the opinion that though a particular survey will be unique to a company in Ghana; staff issues, industry, and culture, may be generically applicable to most organizational and companywide situations. Hence, the study was conducted across industries such as banking, broadcasting, computer and technology, education (basic, secondary and university), government (public and civil), non-profit/NGO, oil and gas, and leadership and management consulting. The survey questions covered relevant subject areas and assisted with establishing facts as well as making assumptions and drawing conclusions about employee satisfaction and motivation in Ghana.

A REVIEW OF THE LITERATURE

Job Satisfaction, Motivation, and Performance Conceptualized

According to Glisson & Durick (1988) job satisfaction is the reaction or outlook of the worker in relation to his/her work and work element such as the working environment, working conditions, equitable rewards, and communication with colleagues. Lock (1976) described job satisfaction as a pleasurable or positive emotional state of the employee that results from the assessment of his/her job. George and Jones (2008) define job satisfaction as the collection of feelings and beliefs that people have about their current jobs. Herzberg, Mausner, & Snyderman (1959) in their two-factor theory posit that employees have two types of needs, known as hygiene and motivation. According to the authors, hygiene factors are the needs that are satisfied by conditions such as supervision, interpersonal relations, physical working conditions, salary, and benefits (Herzberg et al., 1959). The theory proposes that job dissatisfaction is likely in a situation where hygiene factors do not exist in an employee's working environment. In contrast, when hygiene needs are abundant, it does not necessarily result in full satisfaction (Gunlu, Gunlu, Aksarayli, & Percin, 2010). Nelson and Quick (2009) also define job satisfaction as a congenial emotional condition ensuing from the evaluation of one's job or job experience. Job satisfaction therefore becomes an expression of one's feelings about his/her job (Bellou, 2010). Moreover, individuals tend to experience greater job satisfaction when their abilities, values, and

experiences can be utilized in the working environment and when their expectations are met. It should also be noted that job satisfaction is not the same as job motivation (Michaelowa, 2002).

Motivators are intrinsic to the job itself and include aspects such as achievement, development, responsibility, and recognition (Furnham & Eracleous, 2009). George & Jones (2007) also define motivation as psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence. Motivation in the work context is defined as "an individual's degree of willingness to exert and maintain an effort towards organizational goals" (Franco, Bennett, & Kanfer, 2002, p. 1255). Motivation is used as a term to describe the process of activating human behavior. It implies a sense to perform their tasks with love and interest (Oshvandi et al., 2008). Two different areas of motivation are often confused; motivation to be in a job and motivation of performance (Dieleman & Harnmeija, 2006). To be motivated means to be moved to do something. Intrinsic motivation refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation, refers to doing something because it leads to a separable outcome (Ryan & Deci, 2000). It appears then, that extrinsic behavioral contingencies as well as extrinsic motivation are both powerful determinants of motivated employee behavior (Mafini & Dlodlo, 2014). Motivation can also be referred to as the initiation, direction, intensity and persistence of behavior (UNDP, 2006). Some specific forces to be considered when influencing employee motivation include: personal, social, and structural (Asim, 2013). Deducing from Asim's (2013) writing, the personal force can be illustrated when good supervisors observe lower staff members and identify flaws associated with demotivation, apathy and show laziness. The social force may be viewed as the care given to employees to enhance their effectiveness in the performance of their job roles and responsibilities (Asim, 2013). The structural force is embedded in the fact that without the correct and appropriate knowledge, training, coaching and mentoring; the most motivated employee(s) may quickly grow depressed, frustrated and unproductive (Asim, 2013). In an African setting, research conducted among teachers indicated that motivation and quality education was motivated by an increment in salary (Akuoko, Dwumah, & Baba, 2012). Work motivation is therefore a crucial factor affecting human performance in carrying out task activities (Mazlomi et al., 2014).

Job performance on the other hand, is a function that an individual can successfully perform within a framework of normal constraints and available resources (Springer, 2011). Job performance can also be defined as the effectiveness of the person in carrying out his or her roles and responsibilities (AbuAIRub, 2004). Also, job performance can be said to be the effectiveness of individual behaviors that contribute to organizational objectives (Grant, 2008). According to Cambell (1990), eight factors influence job performance. They are job specific proficiency, non-job specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, maintaining peer and team performance, supervision, leadership, management, and administration. The above may be relevant to every job; the above factors can

be adopted in the process of evaluating job performance in all industries (Springer, 2011). Measurement of performance is central as important organizational decisions are based on individual performance. At the most basic level, performance can be differentiated in terms of process and outcome. Moreover, one can distinguish between task, contextual, and adaptive performance and each of these types in and of itself is multidimensional (Sonntag, Volmer, & Sychala, 2008). Also, overstressed feelings decreases employee performance and is perhaps a chief contributor to employee dissatisfaction (Shahid, Latif, Sohail, & Ashraf, 2011).

Considering the relationship between job satisfaction, job performance, and motivation, existing literature has brought to the fore, “highly motivated educators experience job satisfaction; and also perform better than their poorly motivated counterparts” (Iwu, Gwinja, Benedict, & Tengeh, 2013, p. 848). Although argued by Dieleman and Harnmeija (2006), when someone is satisfied with his or her job, he or she is not necessarily motivated to perform well. However, it was further indicated job satisfaction does influence motivation and is related to turnover and absenteeism (Dieleman & Harnmeija, 2006).

Theoretical Background of the Research

Maslow (1954), McClelland (1961), and Herzberg et al. (1959) are among the earliest and well-known researchers in the job satisfaction and motivation research domains. Maslow (1954) developed the need-hierarchy theory in which he hypothesized that employees’ needs are organized in a hierarchy of which basic needs have to be fulfilled before higher needs are considered. Herzberg et al. (1959) considered motivation from two main perspectives; intrinsic and extrinsic factors. Intrinsic suggests that employee attainment and appreciation leads to job satisfaction; while at the same time extrinsic suggests that pay, promotion, and job security can lead to the absence of motivation on the part of employees in the workplace. McClelland (1961) posits that there are three elements that drive employee motivation; the need for achievement, the need for power, and for affiliation or belonging. The above theories serve as the background and lens through which employee motivation and its relationship with job performance is appreciated and understood. However, the author acknowledges that the above theories and several others are non-exhaustive and have their limitations and short comings in the literature hence the many criticisms leveled against them by other authors.

RESEARCH METHODOLOGY

A survey method was used to gather data to examine the relationship between job motivation and satisfaction and its impact on job performance among Ghanaian corporations and employees. The Statistical Package for Social Sciences (SPSS) software was used to analyse the data collected. Several organizations were approached for permission to conduct the survey while for others; the researcher walked in with questionnaires and sought permission from management for employees to complete the questionnaires. An eighteen-step questionnaire was adopted for the

survey. The categories under which the survey was conducted were; job satisfaction, job motivation, and job performance. Each category had six questions under it. The questionnaires were completed by top managers, middle managers, frontline, and part-time workers of the selected institutions. The researcher adopted a generic scale of “strongly disagree, disagree, uncertain, agree, strongly agree” in assessing the level of satisfaction and motivation on the part of the Ghanaian workers. Overall a total number of 503 questionnaires were distributed and completed for the survey.

RESULTS AND DISCUSSIONS

An analysis based on the responses gathered from various respondents sampled from the study are captured and discussed below.

Descriptive Analysis

Socio-demographic Characteristics of Respondents

In order not to be biased, the gender of sampled respondents was not geared towards one specific gender group. From the sample of 503 respondents, 291 of respondents were male, representing 58% of the total number and 212 were female, representing 42% of the total number. This result can be shown as a trend in Ghana where there are a larger percentage of males formally educated and represent higher earning employees in most organizations in Ghana.

In the study, the age constitutes the various age of respondents. The purpose of this was based on the fact that the age differentials in this research can lead to a considerable disparity in the thoughts of the various respondents. The highest number of respondents (264) was for the age group 26-35. This was followed by 87 and 83 for 19-25 and 36-40 respectively. This indicates a larger part of the working class in Ghana is young adults. This is the trend across the African continent as confirmed by McKinsey and Company (2010) and Peters (2011). Africa has several challenges that must be met with sustainable solutions. Amid those challenges, there are vast opportunities that native Africans and their global stakeholders sometimes overlook; including population growth, with more than half of the population under the age of twenty-four; growing urbanization, with huge opportunities for intensive, labour-related jobs; and the expansion of consumer-based industries. These are all signs of hope and development (McKinsey & Company, 2010; Peters, 2011).

There are various industries represented in Ghana. The survey captured the trend of industries represented by the respondents. Among the various industries are banking, broadcasting, computer and technology, education, government, non-profit/NGO, oil and gas, and leadership and management consulting. From the findings, the education industry had the highest respondents at 125. It can therefore be inferred that most people in Ghana are employed in the

education sector. Ninety-one respondents were in the banking industry and 80 of the respondents were from other industries.

The survey determined the various positions held by respondents and how it influenced job satisfaction, job motivation, and performance in the workplace. Two-hundred and fifteen of the respondents, representing 43% of the sample were frontline workers; 189 of the respondents, representing 37% of the sample were middle management; 55 of the respondents, representing 11% of the sample were top management; and 44 of the respondents representing 9% of the sample were part-time workers.

Job Satisfaction Analysis

The survey gathered respondent's views on job satisfaction. From the research findings, it can be construed that respondents are satisfied with their jobs. The distribution indicates most respondents agreed to the various statements concerning job satisfaction. A total frequency of 269 to 195 agreed responses from the first to sixth assessment statement. This is buttressed by Lock (1976) who described job satisfaction as a pleasurable or positive emotional state of the employee that results from the assessment of his/her job. Organizations need to pay attention to making sure that employees at every level feel supported by the organization because feeling supported has been shown to be strongly related to increased job satisfaction, positive mood, reduced stress, employee commitment, retention, and performance, all of which contribute to the company's bottom line (Deal, Stawinski, Ruderman, Gentry, & Rweyongoza, 2011).

Job Motivation Analysis

The survey gathered respondent's views on job motivation. The frequency distribution of respondents' perception on job motivation indicates the majority agreeing to the various statements. It can therefore be deduced that most respondents are motivated in their jobs considering agreed responses of 263 to 145 from the first to sixth assessment statement. This confirms the assertion made by George & Jones (2007) that motivation is a psychological force that determines the direction of a person's behaviour in an organization, a person's level of effort and persistence. The determination of respondents' motivation as a result of their behaviour towards work was embedded in answers given to various statements.

Job Performance Analysis

From the findings, the trend of respondent answers to the various statements indicates a high job performance rate for the chosen sample. Most respondents agreed and strongly agreed to statements describing their job performance. The field survey had 315 and 237 respondents who agreed and strongly agreed respectively to statements relating to good job performance. Considering the Ghanaian context it can therefore be deduced employees have high job performance levels and this in turn can be related to Ghanaian employees being satisfied with [International Academic Journals](#)

their jobs. Also, irrespective of the kind of job and job position, there will be good job performance with the relevant needs for the job made available. According to literature, an individual can successfully perform within a framework of normal constraints and available resources (Springer, 2011).

Regression Analysis

Descriptive Statistics and Data Distribution

The descriptive statistics of the study is shown in Table 1 below. From the table, it can be observed that the highest mean (4.18) is in relation to Job Performance (PERF) followed by satisfaction (3.61) and motivation (3.51). This indicates that the sample population generally agrees to be satisfied with their jobs and are equally motivated at their jobs, which in turn culminate into high performance. It can be must noted that the deviations from these outcomes are not very wide. Hence, a high level of credibility can be associated with the result.

One fundamental assumption underlying the Ordinary Least Squares (OLS) regression is normality of variables. The joint skewness and kurtosis test was performed to ascertain the normality of the variables or constructs for the regression equation. Joint skewness and kurtosis test follows the null hypothesis that the variable being tested is normally distributed. Test results from the table indicate that except motivation (MO), all the other constructs don't follow the normal distribution at the 1-percent significance level. As a corrective measure, satisfaction (SA) and performance (PERF) were transformed following the Tukey Ladder of Powers (Tukey, 1977).

Table 1: Descriptive Statistics and Data Distribution

Variable	Obs.	Mean	Std. Dev.	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	Joint Prob.
PERF	503	4.180062	.5318876	0.0000	0.0000	56.82	0.0000
SA	503	3.612326	.6991002	0.0000	0.2286	16.84	0.0002
MO	503	3.510272	.8009335	0.0039	0.6019	8.18	0.0167

Correlation between Variables

Table 2 depicts the initial relationship between the independent variables (MO and SA) and the dependent variable (PERF). The highest correlation in terms of the dependent variable and independent variables (31.9%) is between job performance (PERF) and job satisfaction (SA) followed by MO (31.5%). These are all statistically significant at the 1-percent significance level indicating a very strong positive relationship between job satisfaction and performance.

A careful look at the table reveals a very strong positive significant correlation (73.2%) between the two independent variables (MO and SA). High associations such as this are likely to pose multicollinearity problems. Nonetheless, per the theoretical foundation of the study, dropping any of the variables will lead to model misspecification. In any case, correlation rates such as the one recorded here cannot be said to be too extreme to warrant any of the variables being dropped as a remedial measure to any impending multicollinearity problem.

This outcome however, does not indicate true association or final outcome in terms of relationship between performance and the independent variables. The actual association is tested by estimating the OLS regression model.

Table 2: Pearson Correlation Matrix

	PERF	SA	MO
PERF	1.000		
SA	.319 (0.000)	1.000	
MO	.315 (0.000)	.732 (0.000)	1.000

Notes: Values in parenthesis are p-values;

PERF stand for performance;

SA means Job Satisfaction;

and MO represents Motivation

Estimation Results

Results of the OLS regression is presented in Table 3 below. Results from the table indicate that satisfaction (SA) has a positive significant relationship with job performance at the 1-percent significance level ($0.002 < 0.01$). Similarly, motivation (MO) was found to be positively significant in explaining job performance at the 5-percent significance level ($0.005 < 0.05$).

From the above description, it is clear that the individual variables contribute significantly to job performance. F-statistic in the table tests the possibility of joint significance or whether all the variables jointly contribute to job performance. The results of the F-test indicates that all the variables jointly explain or contribute to job performance at the 1-percent significance level ($0.000 < 0.01$). The R^2 (0.341) also means that 34.1% of the changes in job performance (PERF) are explained or accounted for by motivation (MO) and job satisfaction (SA).

Table 3: Regression Results

Variables	Coefficient	Std. Error	t-value	p-value
SA	0.19	0.005	3.085	0.002
MO	0.175	0.005	2.843	0.005
Constant	0.511	0.013	38.717	0.000
F-Statistic	32.809			0.000
R²	0.341			

Note: Performance is the dependent variable

Reliability of Constructs

Reliability analysis is the assessment of the degree of consistency between multiple measurements of a variable (Hair, Black, Babin, Anderson, & Tatham, 2006). The most widely used measure is the Cronbach’s Alpha (Cronbach, 1951). This measurement of reliability coefficient assesses the consistency of the entire scale (Cronbach, 1951). Generally, the acceptable lower limit for the alpha value is 0.70 (Robinson, 1991). In this current study, the least alpha value is 0.762 and the highest is 0.819 for the SA and PERF constructs respectively as shown in Table 4 below. It can therefore be concluded that our constructs as used in this current study (SA, MO & PERF) are consistent and reliable since they are all above the lower limit proposed by Robinson (1991).

Table 4: Reliability Analysis

Variable	Number of Items	Cronbach’s Alpha
SA	6	0.762
MO	6	0.814
PERF	7	0.819

Inferential Analysis

This section focuses on the assumptions for the study. The inferred results from the study indicate whether assumptions are true or not.

Assumption One

A1: Employees in Ghana do not have job motivation and therefore have no job satisfaction

Deducing from the results of the survey the assumption of Ghanaian employees not being satisfied with their jobs cannot be said to be true. The survey ascertained the fact that the majority of respondents were satisfied with their jobs.

Assumption Two

A2: Job motivation and job satisfaction have a direct relationship with job performance

This assumption can be said to be true. This is evident in the result collated from the survey. Tables 1, 2, and 3 present the outcome of responses of the three variables; job motivation, job satisfaction, and job performance. Most respondents agreed to be motivated at their jobs and have job satisfaction as a result of good job performance.

The Role of Leadership in Employee Motivation and Satisfaction

The role of leadership in employee motivation and satisfaction cannot be underestimated in any organizational or industry setting. From a job satisfaction and motivation perspective, one can define leadership as the accomplishment of a goal through the direction of human assistants. Therefore, a successful leader is one who can understand people's *motivations* and enlist employee participation in a way that marries individual needs and interests to the group's purpose (Prentice, 1961). According to Northouse (2001), leadership is said to be a process that involves influencing others, occurring within a group context, and involving goal attainment. It is a process whereby one individual influences (*motivates*) other group members towards the attainment of defined group or organizational goals (Yukl, 1998). Thus, increasing followers' sense of self-efficacy and self worth by communicating confidence and high expectations by linking followers' goals to a mission, which serves as a basis for identification and the generation of loyalty for connecting behaviors and goals to a dream of a better future (Shamir, 1995). Hence, leadership becomes a set of traits, qualities and behaviors possessed by the leader that encourages the participation, development, and commitment of others within the organization. Leaders as a result build partnerships, 'walk the talk', and show incredible drive and enthusiasm to get things done (Bolden & Gosling, 2006). The above assertions indicate the fact that both leaders and employees have major roles to play in the motivation and satisfaction process to enhance performance in the workplace by adopting the right attitude, relationship, and goal towards performance. However, leadership has a higher responsibility and role to play in assisting employees realize this goal. Leadership must make a conscious effort in recruiting the right individuals with the right attitude to fill required vacancies and openings within the organization. Steps must also be taken towards developing the appropriate organizational culture; a culture that promotes participation and empowerment of employees in the decision making

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process instead of individualism and hierarchical structures that encourage bureaucracies and impede employee satisfaction, motivation and progress. It means leaders must strive to adopt the appropriate style(s) in the quest to lead employees toward the appropriate levels of motivation and satisfaction. Compensation levels must be reasonable to continuously motivate employee performance. Periodic job trainings, relevant and timely seminars must be organized to augment employee knowledge on the job. Such trainings and refresher courses will enhance employee confidence and knowledge to perform on the job. Additionally, effective and clear lines of communication must exist between employees and leadership to ensure the free flow of information.

Implications of the Result of the Survey for Local and International Corporate Managers

With satisfaction and motivation, a greater job performance emerges within organizations. Results of the survey conducted demonstrate the fact that most Ghanaian employees perceive themselves as satisfied with their jobs. This implies that Ghanaian managers and leaders can rest assured knowing that their employees are motivated and would get the job done. It also means that globally focused organizations (multinational corporations, global NGO's) considering setting up in Ghana would find the calibre of employees with the right attitude and motivation expected to carry out their duties on a day-to-day basis. The issue of finding a motivated workforce with the needed attitude and ethic towards work should not be an obstacle for both local and international organizations in Ghana considering the results from this survey. It also implies that current local and global corporate entities would not struggle finding a motivated workforce. However, one must encourage current local and expatriate organizations to continue investing in the training and development of their employees to ensure current levels of motivation and satisfaction as indicated and confirmed in the research results are maintained or heightened.

RESEARCH LIMITATION

A cross-section of the Ghanaian workforce was surveyed for this research. The survey was time bound to ensure the data collected does not become outdated. More time and considerable cooperation from respondents in completing and submitting questionnaires would assist future research and the timely analysis of data for presentation.

CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH

The goal of the researcher was to ascertain employee perception on the impact of satisfaction and motivation on job performance among Ghanaian workers. The results of the data analysis indicated that satisfaction and motivation had a direct association with job performance among Ghanaian workers. As opposed to the assumption of employees not being satisfied with their jobs, overall, employees were moderately satisfied with their jobs and with the job facets investigated. The outcomes showed that the relationship between satisfaction, motivation, and

job performance could be proved considering the trends in results attained from the survey. Ghanaian leaders have a momentous role to play regarding issues of maintaining the current level of satisfaction and motivation among their workforce. This role will be significantly impacted by the kind of styles and work environments created, promoted, and upheld by leadership. The relevance of this area of study requires further research to advance the testing of theories, assumptions, and hypotheses particularly across Africa.

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