

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT**

**MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP
BETWEEN EMPLOYEE MOTIVATION AND ORGANIZATIONAL
PERFORMANCE AT THE ELECTORAL COMMISSION OF GHANA**

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SEPTEMBER, 2023

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ELECTORAL COMMISSION OF GHANA**

**A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT STUDIES
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ENTREPRENEURIAL DEVELOPMENT, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF A MASTER OF PHILOSOPHY DEGREE IN
BUSINESS MANAGEMENT.**

BY

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SEPTEMBER, 2023

DECLARATIONS

Candidate's Declaration

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

Betty Mensah

Signature: Date:

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

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DEDICATION

I dedicate this thesis to my family and my dear sons.

ABSTRACT

The study assessed the mediating of job satisfaction in the relationship employee motivation and organizational performance at the Electoral Commission of Ghana. The study was a survey, with data collected using a structured questionnaire. The study used employees of Electoral Commission of Ghana in the Ashanti Region for the sample. The sample includes 189 employees in the Ashanti Region of the commission. Data were analyzed using Structural Equation Modelling (SEM). The study found that employee motivation has significant positive influence on organizational performance. Job satisfaction was found to mediate the relationship between employee motivation and organizational performance. Assessing the mediating role of job satisfaction between employee motivation and organizational performance represents novel contributions of this study. It was recommended that organizations should constantly engage in the activities that improve the level employee motivation, job satisfaction and organizational performance and should never underestimate them. Also, management should not feel tired of motivating employees because when employees are motivated, they are able to work efficiently and effectively to improve the performance of the organization. Again, management should also have a proper look at satisfying employee on their job in the organization.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

At present, the organization is confronted with challenges stemming from intense competition in the rapidly advancing information technology era, alongside shifting societal attitudes. The issue of performance is paramount within any organization since it stands as the linchpin for its effectiveness and ultimate success. A proficient workforce is pivotal in bolstering the productivity and triumph of an organization. Conversely, there are instances of organizations failing due to inadequacies in human resource performance. Hence, a direct correlation exists between the triumph of an organization and the individual performance of its human resources (Sudarmanto, 2019). The prosperity of an organization, including electoral institutions, hinges significantly on the performance of individuals within it, such as commissioners and their staff. Every organization and company continuously strive to enhance performance, aspiring to realize their respective goals. One of the strategies employed by organizations, including electoral institutions, is to elevate performance through means such as education, training, equitable compensation, motivation, and the creation of a favorable work environment (Bambang et al., 2015).

Elections are conducted through direct voting by the populace, placing a significant responsibility on election committees to maintain the public's trust by enhancing their performance. The primary objective of elections is to select legislative representatives who will actualize the hopes and well-being of the Indonesian population in the upcoming five years. According to Titik (2014), elections also serve the purposes of facilitating competition, encouraging public participation, and safeguarding the rights of the community. In electoral processes, all citizens possess an equal right to directly choose their political leaders. Indirectly, election committees are entrusted by the people to ensure the conduct of high-quality elections in accordance with established principles. Achieving exceptional

performance is a crucial step toward fulfilling the objectives set by legislation and the organization. These objectives can only be realized through the efforts and behaviors exhibited within the organization.

In the contemporary world, where organizations vie to enhance their productivity and achieve their goals, employees emerge as the key factor, surpassing even technology and capital. Organizations that prioritize employee motivation and performance tend to be more effective (Saether, 2019). To enable organizations to reach their goals, employees must be highly motivated, allowing them to dedicate their skills to improve overall productivity (Sandhya & Kumar, 2011). It is not uncommon to observe signs of employee dissatisfaction as they carry out their duties, which may manifest in absenteeism, high turnover, reduced effort, and diminished commitment. Such signs of discontent signal a lack of motivation in the execution of their responsibilities. Consequently, organizational leadership must explore ways to enhance motivation to ensure that the organization performs optimally and achieves its objectives.

Job satisfaction holds a significant role within Human Resource Management (HRM), a comprehensive system of activities and strategies geared toward effectively overseeing employees at all organizational levels with the aim of achieving the organization's objectives. The practice of evaluating job satisfaction via anonymous employee surveys became standard practice in the 1930s. Prior to this era, there was only a limited number of studies exploring job satisfaction. Uhrbrock (1934) emerged as one of the pioneering psychologists who utilized newly developed techniques for measuring attitudes to gauge the sentiments of factory workers.

In 1935, Hoppock conducted a dedicated study centered on the subject of job satisfaction, examining how it was influenced by both job characteristics and relationships with co-workers and supervisors. Earlier investigations into employee job satisfaction primarily concentrated on the factors contributing to its attainment, without delving extensively into its impact on performance (Hartika et al., 2023). Numerous studies on job satisfaction have been conducted over the years, predominantly

within Western organizations, with relatively few being carried out in African companies. For instance, a study conducted on bankers in the UK serves as an example (Grant et al., 2010). In Malaysia, there has been limited empirical research on job satisfaction, although it is gaining increasing attention from managers. It is worth noting that Malaysian managers are becoming more cognizant of job satisfaction due to two distinct reasons.

One of the rationales behind this awareness is the managers' belief in their moral obligation to establish a gratifying work environment for their employees. Another driving factor is their conviction that employees with high job satisfaction are more likely to make constructive contributions to the company. These considerations underscore the significance of employees' job satisfaction as it directly impacts a company's performance. One of the objectives in striving for success within organizations such as the Electoral Commission is to emphasize the role of job satisfaction in influencing employee performance and determine how to optimize this outcome (Ocran-Aikins, 2019).

Given the evolving landscape of governance and the escalating demands from both local and international spheres, it becomes evident that the overall trends of events can serve as indicators of performance within the Electoral Commission. This performance is closely intertwined with the motivation and satisfaction of its staff. Despite this growth, a persistent characteristic among Electoral Commission employees is the relatively low levels of performance, considering the considerable national and international demands they face. Previous research has shown that the factors with a positive impact on performance encompass motivational and organizational commitment factors (Okto, 2014; Florida, 2013), while there are contrasting findings suggesting that work motivation does not significantly affect employee performance (Novita et al., 2016). Additionally, research results from Max (2015) and Theresa (2016) indicate that the work environment and job satisfaction exert a positive and substantial influence on performance, contradicting the findings of research

conducted by Ineke et al. (2012) and Agung (2013), which suggest that the work environment and satisfaction have no bearing on performance.

To enhance productivity, organizations must establish a robust and positive rapport with their employees and guide them toward achieving their tasks (Ali & Anwar, 2021). The pursuit of achievement invariably leads to a yearning for exerting extra effort to excel and attain success. Within the workplace, a manager's role is to drive tasks through employees, and to achieve this, they must possess the ability to inspire and motivate their staff. However, this is easier said than done (Miao, 2019). Managers need to comprehend the factors that stimulate their employees. Among the myriad responsibilities of a manager, motivating employees is undoubtedly one of the most complex. In contemporary business environments, human resources are acknowledged as the most pivotal assets of an organization. Employee motivation is imperative for achieving efficiency. Unfortunately, only a few organizations acknowledge human capital as their primary resource, one with the potential to guide them towards success when managed effectively, or conversely, to a downturn if mismanaged. Consequently, if employees are discontented in their roles and lack the motivation to fulfill their duties and attain their objectives, organizational success remains elusive.

The performance of employees is a paramount concern for any organization, as it directly influences the organization's ability to meet its targets and goals. Diverse resources are essential for an organization to thrive and achieve its objectives, and these include its human resources, i.e., its employees (Ausat, 2022). Nonetheless, even highly skilled and talented employees may fall short of attaining desired outcomes if they lack motivation. Hence, motivation is recognized as a critical asset essential for realizing organizational goals (Qalati, 2022). Without motivation, employees may allocate their time to non-work-related activities, like extended lunch breaks or non-work-related internet browsing (Ausat, 2022). While these activities might appear innocuous, they can result in a

loss of effectiveness and efficiency that is imperative for reaching the organization's intended targets and objectives (Khassawneh & Mohammad, 2022).

Rising competition compels organizations to cultivate highly skilled, motivated, and dedicated employees who are committed to the organization's success. The primary method for inspiring individuals to put forth their best efforts is through motivation. Each individual in an organization is driven by distinct motivators, making it crucial for managers to discern what genuinely motivates their employees, a task that cannot be accomplished through mere inquiry (Ausat, 2022).

Osabiya (2015) asserts that comprehending motivation hinges upon understanding the intricacies of human nature itself. The complexity of human nature presents the core challenge in the realm of motivation. Osabiya suggests that human nature, while seemingly straightforward, possesses layers of complexity. An appreciation and grasp of this complexity are prerequisites for achieving effective employee motivation in the workplace, which, in turn, is fundamental for successful management and leadership. Osabiya (2015) further contends that organizations have taken upon themselves the responsibility of devising strategies to motivate employees, recognizing that such motivation is essential for eliciting optimal performance from both individual employees and, consequently, the organization as a whole.

Jiang and Liu (2015) provide detailed insights into the wide range of motivational strategies utilized by organizations. These strategies include team building, training, enhanced communication, goal establishment, offering rewards and incentives, enriching job roles, initiatives to improve the quality of work life, promoting participation, job rotation, facilitating promotions, granting autonomy, ensuring job security, providing recognition, and various others. These tactics are flexible and adapted to fit the unique contexts of different organizations.

According to Ausat (2022), motivation is a highly individualized concept with three fundamental pillars: arousal, representing the drive or energy that initiates behavior; direction, which pertains to

the nature of the behavior exhibited and its alignment with organizational goals; and persistence, which concerns the longevity of behavior. Consequently, different employees find motivation in various sources, making it imperative for managers to discern what genuinely inspires their individual team members. Research in the United States concluded that employee motivation has a positive impact on the experience of hospital patients (Gnoufougou, 2017). Numerous global studies in this field have consistently demonstrated the positive correlation between employee motivation and organizational performance (Nur et al., 2017; Prasetyo et al., 2017).

The primary driver for conducting this study is the incomplete comprehension of the elements influencing organizational performance. Furthermore, the scarcity of research conducted on the subject of electoral commissions in Ghana amplifies the need for this study. Therefore, concerted endeavors are being undertaken to elevate the organization's performance by bolstering employee motivation. For a deeper comprehension of the significance of employee motivation and its impact on organizational performance, it is crucial to undertake research that delves into the topic of employee motivation and its role as a mediating factor in enhancing job satisfaction and, subsequently, the organization's overall performance.

1.2 Statement of the Problem

Motivation is a blend of internal and external factors that instigate and propel individuals into action, as described by Locke et al. (2016). Linh's research in 2017 revealed that an employee's motivation can be affected by factors such as salary and other compensation packages. Furthermore, the study highlighted that intrinsic motivation, including factors like recognition, relationships with supervisors, flexible working hours, and a harmonious work-life balance, significantly influences employee performance.

Boamah's 2014 investigation in the Asunafo education directorates in Ghana revealed that salary and remuneration were rated relatively low by employees as motivating factors for excelling within the organization. Additionally, a study by Nwannebuife in 2017, which examined the "effect of employee motivation on organizational productivity" involving Nigerian workers, established that employee motivation, whether intrinsic or extrinsic, significantly influences and predicts productivity levels within an organization. Furthermore, both intrinsic and extrinsic motivational factors are appealing to employees, and finding the right balance between these two is crucial to achieve peak workforce performance. These findings are in accordance with theories such as Herzberg's two-factor theory and Maslow's hierarchy of needs theory.

It's worth noting that the research findings indicate that most employees tend to view extrinsic motivation as having a more pronounced impact on the psychological aspects of employee productivity (Nwannebuife, 2017). Moreover, the results suggest that similar studies could be conducted in various organizational contexts to assess the applicability of these research findings in diverse settings.

The electoral commission of Ghana employ Ghanaians, both permanent and casual staff at a given remuneration such as salary and bonuses for their effort contributed towards the attainment of the its goals. Past research, exemplified by studies conducted by Chiang and Jang (2018), Grant (2017), Islam and Ismail (2018), and Lawler (2018), has concentrated on motivational programs and their favorable impact on work-related results, as well as the utilization of the expectancy theory model for motivating employees. Comparable investigations have explored the realm of employee motivation and its influence on organizational performance across diverse sectors, including the hotel industry, banking sector, and both profit and non-profit organizations. However, there is still significant potential for additional research in this field, especially in the public sector, and with a more specific focus on the context of Ghana. This study centers on investigating the link between Employee

Motivation and Organizational Performance, while also examining the mediating role of Job Satisfaction within the Electoral Commission of Ghana.

1.3 General Objective of the Study

The study seeks to investigate the effect of employees' motivation on organizational performance and the mediation of job satisfaction at the Electoral Commission of Ghana.

The specific objectives are;

1. To determine the level of employee motivation, job satisfaction and organizational performance at the Electoral Commission of Ghana.
2. To assess the effect of employee motivation on organization performance at the Electoral Commission of Ghana.
3. To ascertain the mediation role of job satisfaction in the relationship between employee motivation and organizational performance of the Electoral Commission of Ghana.

1.4 Research Questions

- 1 What is the level of employee motivation, job satisfaction and organizational performance at the Electoral Commission of Ghana?
- 2 What is the effect of employee motivation on organization performance at the Electoral Commission of Ghana?
- 3 What is the mediation role of job satisfaction in the relationship between employee motivation and organizational performance of the Electoral Commission of Ghana?

1.5 Research Hypothesis

H1: Employee motivation has positive effect on organizational performance at Electoral Commission of Ghana.

H2: Job satisfaction mediates the relationship between employee motivation and organizational performance Electoral Commission of Ghana.

1.6 Significances of the Study

The study aims to shed light on the organization's necessity to offer diverse forms of motivation to enhance employee performance within the organization. It anticipates uncovering the impact of employee motivation on organizational performance through the mediation of job satisfaction. Furthermore, the study intends to offer insights into the challenges encountered by organizations, particularly within the Electoral Commission of Ghana, when it comes to motivating employees. Ultimately, the research will disclose strategies that organizational managers should adopt to enhance organizational performance and achieve the organization's objectives.

1.7 Scope of the Study

The study's objective is to investigate the impact of employee motivation on improving organizational performance in the Electoral Commission of Ghana. To achieve this goal, the study specifically concentrates on employees employed within the Ashanti Region of the Electoral Commission of Ghana as its participants.

1.8 Limitations of the Study

The study is presented with some limitations. The first is having easy access to the data. Data collection became a challenge since respondents were not ready to give out information to the researcher. Furthermore, the study only included data from one region of the commission, therefore

it might not be a valid source for generalization. However, due to time and resource limitations, the researcher was forced to focus the investigation exclusively on one region.

1.9 Organization of the Study

The study was organized into five primary chapters, each containing multiple sections. In Chapter One, the sections covered included an introduction to the problem, articulation of the research problem, delineation of research objectives, formulation of research questions, establishment of the study's significance, determination of the study's scope, and an outline of the study's structure. In Chapter Two, the sections comprised the clarification of key concepts, a review of relevant theoretical literature, an examination of empirical literature, identification of gaps in existing research, development of a conceptual framework, and establishment of a theoretical framework. Chapter Three encompassed the description of the research design, specification of the study's geographical area, definition of the study population, explanation of the sampling methodology, determination of the sample size, elucidation of data collection techniques, specification of data collection instruments, assessment of data reliability and validity, elaboration on data analysis approaches, and a forecast of anticipated research outcomes. Chapter Four was the results of the study. Lastly, Chapter Five offered a summary of the study's findings, the conclusions derived from them, implications arising from the findings, practical recommendations, and suggestions for future research studies.

1.10 Definition of Key Terms

Motivation can be described as the mechanism that instigates, directs, and sustains purpose-driven actions. It's the driving force that propels individuals to engage in activities, whether it's quenching thirst with a glass of water or seeking knowledge through reading a book (Paais & Pattiruhu, 2020).

Extrinsic motivations are those incentives that originate externally to the individual and typically encompass rewards like trophies, monetary gains, social recognition, or accolades (Paais & Pattiruhu, 2020).

Intrinsic motivations originate from an individual's internal drive, like solving a challenging crossword puzzle for the sheer personal satisfaction of conquering a problem (Paais & Pattiruhu, 2020).

An organization is a structured social entity comprising people with the purpose of systematically fulfilling needs or pursuing collective objectives on an ongoing basis. It involves the identification and provision of all necessary resources to support the enterprise in attaining its goals (Pratama, 2022).

Organizational performance refers to how an organization establishes performance goals and employs specific indicators to evaluate its achievements or shortcomings, with the aim of enhancing its overall performance (Paais & Pattiruhu, 2020).

Electoral commission is the only institution that is mandated under the constitution of Ghana to supervise all election process from the district level to national to ensure free and fair election process.

The Electoral Commission basically manage the demarcation of electoral boundaries, effective voters' registration exercise and the conduct of public elections. It is commonly asserted that an organization has achieved its performance when it effectively addresses and fulfills a significant portion of its objectives. In the context of this research, organizational performance pertains to the strategic utilization of an organization's plans and resources to attain the predefined objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study intends to investigate the effects of employees' motivation on organizational performance and the mediation of job satisfaction at the electoral commission of Ghana. This section outlines motivation theories and how they elucidate the notion of motivation among employees within an organization and empirical review and conceptual framework.

2.1 Theoretical Review

In this section, we introduce the theories that served as the foundation for this study. These theories include Maslow's hierarchy of needs, McGregor's Theory X and Theory Y, and Herzberg's Two-Factor Theory, which is alternatively referred to as the Motivator-Hygiene Theory. We delve into these theories, examining how they are employed to elucidate the intricacies of motivation in the context of organizational performance.

2.1.1 Maslow's Hierarchy of Needs

Smith and Cronje (1992) suggest that Maslow's theory is centered on the idea that people strive to fulfill their life goals, with their needs structured in a hierarchy of importance. Derived from Maslow's (1943) hierarchy of needs, job satisfaction content theories focus on the needs of employees and the elements contributing to their reasonable contentment (Saif et al., 2012). Maslow (1943), formulated a five-stage theory based on fundamental human physical, biological, social, and psychological needs. This theory categorizes individual needs and prioritizes their fulfillment. The five categories, ranked in decreasing order of significance, encompass physiological needs (such as food, shelter, clothing), safety and security needs (physical protection), social needs (interactions with others), esteem needs

(acknowledgment from others), and self-actualization needs (the pursuit of personal achievement or leaving a legacy). Maslow's hierarchy of needs forms the basis for theories that seek to clarify job satisfaction. Similar to all individuals, employees possess various needs that require fulfillment. These needs encompass more than basic necessities like food, shelter, and clothing; they also include the need for physical safety, social interactions, and the desire for recognition and appreciation from their employers. This underscores the management's imperative to recognize and appreciate employees, in addition to fulfilling their basic needs, if they wish to elevate employee motivation and, in turn, enhance organizational productivity. Motivation stands as a critical factor for employee productivity within an organization, and the management's or leadership style plays a pivotal role in this regard. It's important to emphasize that motivation is not solely dependent on financial incentives; non-financial approaches can also be used to elicit optimal performance from employees. As individuals have varying expectations, it is the responsibility of leadership to embrace and align with theories that are effective in promoting job satisfaction among their workforce. While there isn't a one-size-fits-all theory, a combination of these theories can be utilized. To empower the workforce, it is essential to encourage employees and offer them opportunities to express their concerns and insights regarding their motivation.

Incentives and promotions resulting from performance assessments can be utilized to boost employee morale, along with providing constructive feedback. All employees should share an understanding of the company's vision and goals, working collectively toward their realization. In some organizations, employees work in an interdependent fashion, where the performance of one group significantly impacts the entire operation. In organizations where employees are motivated and inspired, the outcomes are consistently favorable, marked by effective productivity. Outcome-driven companies go to great lengths to motivate their employees to achieve their goals. Recognizing that employees need both external (financial compensation) and internal motivation (acknowledgment and

fulfillment), this theory was chosen to elucidate the issues related to motivation within the Electoral Commission of Ghana in the Ashanti region.

2.1.2 Herzberg's Two-Factor Theory/Motivator-Hygiene

Herzberg's Two-Factor Theory (1959), often known as the Motivator-Hygiene theory, originated from a study conducted among accountants and engineers with the aim of identifying elements that elicit positive or negative feelings regarding one's job (Saif et al., 2012). In terms of 'satisfiers,' Herzberg identified five work sides that contribute to job satisfaction: achievement, recognition, the inherent nature of the job, responsibility, and opportunities for growth. Conversely, Herzberg acknowledged factors such as office politics, management style, supervision, compensation, workplace relationships, and working conditions as potential sources of employee dissatisfaction. Organizations are increasingly utilizing Herzberg's theory (1959) to foster personal development, enrichment, and acknowledgment among their employees (Golshan et al., 2011). It's recommended that employees progress through different career stages, receive recognition for outstanding accomplishments, and have autonomy in approaching their job-related tasks.

However, the Two-Factor theory has faced criticism. Golshan et al. (2011) argue that it fails to differentiate between physical and psychological aspects and doesn't precisely define motivators and how they differ from hygiene factors. It also doesn't quantify levels of satisfaction and dissatisfaction, relying instead on qualitative measures. Another critique is that it assumes uniform responses from all individuals in similar situations. Nevertheless, Herzberg's theory (1959) remains a valuable tool for driving exceptional employee motivation, particularly in the public sector, as seen in the case of the Electoral Commission of Ghana.

2.1.3 McGregor's X and Y Theories

Douglas McGregor, a social psychologist in 1960, introduced the concepts of Theory X and Theory Y to outline two contrasting sets of beliefs that managers commonly hold about their employees:

Theory X posits that individuals generally dislike work, lack ambition, and avoid taking on responsibilities. Managers adhering to this perspective often use a strict "carrot and stick" approach, rewarding good performance and punishing poor performance. In contrast, Theory Y suggests that individuals are inherently self-motivated and find fulfillment in the challenges of their work. Managers who adopt Theory Y have a more collaborative relationship with their employees, motivating them by providing autonomy, assigning responsibilities, and empowering them to make decisions.

The choice of approach not only depends on your assumptions about employee motivation but is also influenced by other factors. These factors encompass the structure of your organization (hierarchical or flat), the nature of your employees' work (routine or stimulating), and their level of expertise (novice or experienced). McGregor's (1960) Theory X and Y models categorize employees into one of these two groups based on these assumptions. Theory X portrays a more negative view of individuals, presuming that they inherently dislike work and need to be coerced and controlled to perform. Conversely, Theory Y asserts that employees find intrinsic motivation in their work, viewing it as mentally and physically equivalent to leisure activities. External factors or threats from outside sources may not be the sole driving force for their effort. Under typical circumstances, individuals can embrace responsibility and may even seek it out. In practice, this theory implies that organizational managers should be mindful of the diversity of their workforce. Some employees may respond well to incentives, while others may require a more directive approach. Recognizing the characteristics of both X and Y employees is vital. For instance, X employees tend to perceive organizational goals and change as unattainable and may resist transformation. This understanding can help managers apply appropriate motivational strategies to elicit optimal performance.

2.2 Empirical Review

Linh (2017) argues that a multitude of studies have indicated that motivated employees tend to carry out their job more efficiently in comparison to their demotivated counterparts. For instance, research such as Mohamed's (2015) investigation into the impact of motivation on employee performance, with a specific focus on Victoria Commercial Bank of Kenya, revealed that offering employees financial incentives like salaries and bonuses allows them to meet their basic needs, consequently motivating them to remain with the organization. The findings of this empirical study evaluated how employee motivation affects organizational performance and indicated a positive connection between employee motivation and organizational performance. Therefore, it is advisable for organizations to give precedence to employee motivation to enhance job performance and overall productivity. The survey identified that among the top ten crucial factors, elements like teamwork, contract-based work, leadership-by-example supervision, and the provision of equipment had a substantial influence on motivation and productivity.

Elizabeth (2017) conducted a study in Kenya to explore the impact of motivation on employee performance, taking Pam Golding Properties in Nairobi as a case study. In order to achieve their organizational objectives, it is essential for organizations to motivate their employees to actively pursue these goals. The research found that monetary rewards were highly motivating for employees, suggesting that management should contemplate increasing the financial and benefits packages they offer. The study also noted that the company had implemented recognition and reward programs, but these measures were not effective in motivating employees to perform. Oluwayomi (2018) defines motivation as a complex interplay of forces that inspire an individual in the workplace, intensifying their desire and willingness to leverage their potential to achieve organizational goals. The study's results emphasized that motivation was the primary factor influencing employee performance and

illustrated a direct, robust, and positive correlation between employee motivation and their performance.

In the Ghanaian context, Kuranchie-Mensah et al. (2016) carried out an investigation to evaluate the influence of employee motivation on job performance within private sector enterprises, with a particular emphasis on Venture Risk Management in the Dar es Salaam Region. The study aimed to achieve three specific objectives. The primary outcomes of the study indicated that private sector organizations implemented a range of motivation factors, such as competitive remuneration, acknowledging and appreciating employees' efforts, ensuring job security, providing opportunities for advancement, offering engaging job roles, demonstrating loyalty to employees, maintaining favorable working conditions, employing fair disciplinary practices, offering recognition, and providing assistance with personal matters. From the study's findings, motivation had several positive impacts on employee performance, including increased productivity, enhanced employee incentives, improved morale, and stronger employee-management relationships. The study also highlighted that employees in private sector organizations believed that creating a positive and engaging work environment, effective communication, morale-boosting activities, and support for employees' personal lives were effective ways to motivate employees.

Forson et al. (2021) undertook a study to explore the link between motivational elements associated with employment and the effectiveness of primary school educators in Ghana. The research highlighted compensation packages, job structure and work environment, and performance management systems as notable factors that positively affected teacher motivation within the area.

Aduo-Adjei et al. (2016) conducted research at the Korle-Bu Teaching Hospital in Ghana to evaluate the influence of employee motivation on organizational performance. The research revealed that, regardless of the level of salary received by employees, the monthly salary was considered the most motivating factor by employees at the hospital. This was because it helped address their family needs

promptly compared to other allowances. The study also found that key motivational factors at UMAT (University of Mines and Technology) included competitive remuneration, access to medical support, provision of loans, opportunities for career advancement, a favorable working environment, and promotion opportunities.

Collectively, research carried out within the Ghanaian context regarding the influence of motivation on organizational performance has demonstrated that motivational elements have undergone changes within various institutions. However, one consistent and essential motivator has been salary or monetary rewards, which have been used to enhance employee performance and increase organizational productivity. This indicates that organizations have implemented motivation policies, such as transportation policies, remuneration policies, health policies, and promotion policies. These policies are effective in guiding and regulating employer actions to make the right decisions regarding employee motivation. Given that motivational needs may vary among employees in different organizations, there is a need for further investigation to determine which motivational strategies are most suitable for the specific context of the Electoral Commission.

2.3 Concept Review

2.3.1 The Concept of Motivation

The term "motive" is commonly defined as the desires, needs, emotions, or impulses that impel an individual to take action. Its origin lies in the Latin word that means "to move," yet it's more expansively characterized as the force that propels, guides, and maintains human behavior. Essentially, it's the driving factor that encourages people to act in particular ways. It can be delineated as the process that incites individuals to act in order to achieve specific goals (Bajaj & Rao, 2004). According to Mfinanga (2018), motivation fundamentally denotes what triggers and steers human behavior, as well as how this behavior is sustained to accomplish particular objectives. It can also be

portrayed as the sequence of mechanisms that stimulate, direct, and perpetuate human behavior in the pursuit of specific goals. On the other hand, employee motivation concerns the level of eagerness, dedication, and innovation that employees bring to their work within an organization. Regardless of whether the economy is in a state of growth or contraction, discovering methods to motivate employees remains a consistent concern for management. Different theories emphasize either incentives or employee involvement, often termed as empowerment. For the current study, the definition provided by Mfinanga (2018) was adopted, as it underscores that motivation encompasses the factors that drive individuals to take action and how motivation stimulates and sustains their interest in engaging in specific behaviors to achieve their goals. This definition is valuable because it clarifies the essence of motivation and how it encourages individuals to perform within an organization.

2.3.1.1 Types of Motivation in an Organization

Extrinsic motivation pertains to "concrete" incentives, including financial compensation, additional benefits, job security, promotion prospects, terms of employment, and the overall work environment and conditions (Locke & Schattke, 2019). These tangible benefits are typically set at the organizational level and frequently lie outside the authority of individual managers.

Intrinsic motivation is linked to "psychological" benefits, including the chance to utilize one's skills, a feeling of challenge and achievement, acknowledgment and gratitude, positive recognition, and being treated with kindness and respect (Locke & Schattke, 2019). Typically, these psychological rewards are influenced by the behaviors and interactions of individual managers.

2.3.1.2 Employee Motivation and Organizational Performance

Employee satisfaction and motivation in the workplace refer to an employee's perceptions of the organization and their attitude toward their job (Ali et al., 2011). Organizational effectiveness, on the other hand, pertains to the ability to efficiently set and achieve goals in a competitive and dynamic environment (Erlangga et al., 2021). Research was conducted to investigate the correlation between employee performance, motivation, and organizational effectiveness in Pakistan's telecommunications and banking sectors. The study encompassed 103 participants and utilized a Pearson correlation. The results uncovered a notable positive correlation (0.287) between employee motivation and organizational effectiveness (Muhammad et al., 2011).

In African organizations characterized by autocratic leadership styles, mechanistic organizational structures, and authoritarian decision-making practices, top management predominantly holds decision-making authority, and employees are often instructed to carry out various tasks. Within such organizational settings, employees may suppress their creativity, which can, in turn, have an adverse impact on their motivation. As a result, this negatively impacts organizational performance, development, and efficiency (Erlangga et al., 2021). An internally fulfilled, content, and driven employee undeniably represents a valuable resource for any organization. This contributes to the organization's efficiency and effectiveness, ultimately resulting in profit maximization (Matthew et al., 2009). Thus, in alignment with the literature and several studies, the third hypothesis is well-supported, indicating a positive connection between employee motivation and organizational effectiveness.

Motivation, originating from the term "motive," is a widely used concept that encompasses various meanings, including an individual's desires, needs, wants, and impulses (Badura et al., 2020). It involves the process of encouraging individuals to take essential actions to accomplish their goals or objectives (Liu et al., 2021). Employee motivation is commonly divided into two types: extrinsic and intrinsic motivation. Intrinsic motivation relates to behavior propelled by internal attitudes and is

driven by internal rewards. It is also known as "motivators" or "satisfiers." These elements contribute to increased job satisfaction among employees and include feelings of achievement, accountability, personal growth, acknowledgment, and the nature of the work itself. Conversely, extrinsic motivation involves external factors associated with the work environment. These are labeled as "hygiene" or "dissatisfaction avoidance" factors. Ghazi et al.'s (2013) research revealed that the absence of these hygiene factors can diminish motivation, although they do not guarantee satisfaction.

As noted by Paais and Pattiruhu (2020), motivation serves as a potent tool for driving enhanced performance among employees in the workplace, ultimately contributing to organizational effectiveness. Aizza et al. (2018) underscored the essential role of both intrinsic and extrinsic motivational factors in nurturing long-term relationships with employees. In a similar vein, Triswanto and Yunita (2021) reported comparable results, underscoring the positive and substantial impact of both intrinsic and extrinsic motivation on employee productivity. Maslow's "Human Motivation" theory (1943) identified various factors influencing human motivation, categorizing them into physiological, safety, social, recognition, self-esteem, and self-actualization needs. Therefore, from an organizational perspective, human resource managers must devise and implement a variety of motivational strategies to effectively address the diverse needs of their workforce within the workplace (Gift & Obindah, 2020).

Saengchai et al. (2019) argued that increased enthusiasm naturally leads to heightened productivity when employees experience motivation and a sense of competence. Consequently, employee motivation plays a central role in determining an organization's success, ensuring that work progresses smoothly, without hindrances, and in an efficient manner (Ahsan et al., 2020; Zainal, 2017). In their study, Yousaf et al. (2015) examined the influence of employees' intrinsic and extrinsic motivation on their task and contextual performance, revealing that extrinsic motivation had a positive impact on both task and contextual performance. However, they found an insignificant

relationship between intrinsic motivation and contextual performance. Guo and Ling (2020) explored whether leaders' motivating language affected employees' task and contextual performance, identifying a positive correlation between the two.

2.3.1.3 Motivation and Job Satisfaction

Andreas (2022) highlights that in the modern era, elevating employee morale and job satisfaction is a primary focus for organizations. Various motivational theories, including process, need-based, and reinforcement theories, offer valuable insights into employee motivation and job satisfaction. As Riyanto (2021) explains, while closely related, motivation and job satisfaction should not be considered synonymous. Job satisfaction holds a significant position within the process of motivation (Safdar et al., 2020). Motivation offers guidance and ensures continuity in the pursuit of objectives, while job satisfaction provides a feeling of achievement through diverse work-related tasks and rewards. Paais and Pattiruhu (2020) highlight that the degree of job satisfaction depends on a blend of internal and external motivational elements. Dorta-Afonso et al. (2021) assert that intrinsic motivation significantly influences employees' affiliation with the organization. Higher intrinsic motivation among employees is associated with increased loyalty, and vice versa. Hassan et al. (2021) have observed that intrinsic factors contribute to heightened employee motivation and promote commitment to their jobs in the workplace. Regarding extrinsic motivation, Marta et al. (2021) note that job security is one of the key extrinsic factors with a substantial impact on employees' job satisfaction. Additionally, compensation, including salary and fringe benefits, has a direct influence on employees' job satisfaction. However, a study by Breugh et al. (2018) reported an insignificant relationship in this regard.

2.3.2 Organizational Performance

An organization constitutes a gathering of individuals united to establish a unique business entity with a specific objective, and the achievement of desired outcomes within specified resources is denoted as organizational effectiveness (Muhammad et al., 2011). Organizational effectiveness evaluates how well an organization achieves the intended results it aims to produce. This concept significantly expedites organizational development (Bulent et al., 2019). It can be comprehended as the overall contentment of all participants in the process of assembling and transforming inputs into outputs efficiently (Matthew et al., 2005). Organizational effectiveness refers to the extent to which an organization accomplishes its goals using available resources without depleting or excessively burdening its members and society (Mary et al., 2018). It encompasses the optimal combined utility of its primary constituents (Matthew et al., 2015).

The goal model defines organizational effectiveness based on the organization's success in reaching its objectives. The legitimacy model views organizational effectiveness through external performance assessments and inherent limitations based on constituent preferences (Anwar & Abdullah, 2021). The constituency model regards organizational effectiveness as a collection of statements, each reflecting evaluative criteria employed by various groups associated with the organization under review, focusing on means criteria (Connolly, 2018). The systems resource model defines organizational effectiveness in terms of the organization's negotiation power, evident in its ability to leverage the environment to acquire scarce and valuable resources and their utilization (Yuchtman, 2017). The study aims to identify the factors that boost employee motivation and examine the correlation between organizational effectiveness and employee motivation.

2.3.3 Job satisfaction

Job satisfaction, defined by Locke (2019), portrays a positive emotional state arising from the evaluation of one's job or work experience. This definition implies that employees form their job-related attitudes based on their sentiments, beliefs, and actions (Akehurst et al., 2014; Robbins, 2015). Spector (2015) discovered that when employees find their job fulfilling and rewarding, their job satisfaction tends to be higher. According to Amin (2021), job satisfaction encompasses how content employees are with their job within a company, involving specific aspects such as satisfaction with pay, benefits, advancements, work conditions, supervision, organizational practices, and relationships with colleagues. Therefore, job satisfaction can be perceived as employees' emotional reactions to various inherent and external job components (Puni et al., 2018).

As proposed by Specchia (2021), job satisfaction consists of two key components: intrinsic and extrinsic satisfaction. Intrinsic job satisfaction refers to individuals' feelings about the nature of their job tasks (Saputra & Mahaputra, 2022), while extrinsic job satisfaction pertains to their feelings about aspects external to the job tasks in their work situation (Winkelhaus et al., 2022). These dimensions can also be defined as working conditions (extrinsic) and work assignments (intrinsic).

Working conditions encompass the job environment, including relationships with management, the mentoring system, and other contextual factors. Poor working conditions, inefficient work organization, inadequate staffing, and managerial practices can affect employee turnover and their perceptions of the organization and work (Winkelhaus et al., 2022; Bernarto et al., 2020). Job satisfaction is shaped by both affect (emotional feelings) and cognition (thinking). Dodanwala et al. (2022) highlight that thoughts are accompanied by emotions, and emotions are intertwined with thoughts. Consequently, job satisfaction arises from the perception that one's job aligns with and allows the fulfillment of their essential job values. Essentially, work is satisfying when it aligns with an individual's personal desires and needs. Job satisfaction can be examined from two slightly different perspectives (Adamopoulos, 2022). First, it can be regarded as an overall emotional

evaluation of one's job. Under this viewpoint, job satisfaction is assessed based on how positively or negatively an individual feels about both the intrinsic and extrinsic aspects of their job (Pratama et al., 2022). Therefore, when assessing our jobs, similar to evaluating anything significant to us, both our thoughts and emotions play a role (Adamopoulos, 2022).

Alternatively, researchers can explore different facets affecting job satisfaction, including rewards and the social context, alongside job characteristics. This approach offers a more holistic comprehension of job satisfaction since individuals often experience varying levels of satisfaction in different dimensions of their jobs (Hajjali et al., 2022). The cumulative satisfaction derived from these diverse job dimensions is commonly referred to as job satisfaction by many authors. Job satisfaction is influenced by several interconnected components, including job attributes, individual factors, environmental influences, and the interplay among these elements (Hajjali et al., 2022). These elements collectively contribute to a singular dimension that reflects the overall level of job satisfaction in the workplace. Job attributes involve the nature and content of job tasks. According to and Huang (2022), elements like task identity, task significance, job scope, autonomy, skill variety, and job feedback have the most significant impact on job satisfaction.

The individual characteristics of employees, including age, gender, cognitive abilities, job experience, skills, motivation levels, health, and social relationships, have also been observed to notably influence job satisfaction (Hajjali et al., 2022). Therefore, establishing a supportive work environment is crucial for employees to uphold values, improve job performance, and enhance employee retention within an organization.

Conversely, work assignments encompass the responsibilities or tasks delegated to employees, enabling them to fulfill their roles with dedication and efficiency. In this study, the two aspects of job satisfaction, working conditions (extrinsic) and work assignments (intrinsic), were combined into a single construct for simplicity. In essence, job satisfaction is a multifaceted concept determined by

both intrinsic and extrinsic values (Goetz & Wald, 2022). Extrinsic values involve tangible aspects of the job, such as compensation, benefits, and bonuses, while intrinsic values include factors like status, recognition, opportunities for personal and professional growth, and other related aspects.

2.3.3.1 Job Satisfaction and Organizational Performance

Previous studies on Job Satisfaction and Perceived Organizational Performance indicate that Job Satisfaction significantly contributes to driving enhanced organizational performance. Seminal research by scholars such as Fernandez (2018), Pang and Lu (2018), and Pincus (2018) has demonstrated a strong and positive correlation between Job Satisfaction and both Job Performance and Organizational Performance. Additional research also suggests that Job Satisfaction, when considered alongside factors like psychological well-being and Emotional Intelligence, influences Organizational Performance (Schleicher et al., 2014; Sy et al., 2016). Substantial evidence supports a direct, substantial, and positive link between Job Satisfaction and an organization's financial performance (Bakotić, 2016).

Within the existing body of literature, numerous scholars have focused on the concept of job satisfaction due to the prevalent belief that it plays a pivotal role in an individual's performance within an organization (Mohammad et al., 2017). The prevailing notion is that a satisfied and content worker tends to be more productive. However, a review of the literature uncovers conflicting findings regarding the relationship between job satisfaction and employee job performance. Notably, a significant study by Hilton et al. (2023) highlights the absence of a significant correlation between employee job satisfaction and their job performance. Similarly, Yandi and Havidz (2022) observed that job satisfaction demonstrated little or no substantial relationship with job performance. Consistent with these findings, the study conducted by Atika et al. (2022) reported a similarly insignificant relationship between these variables.

Conversely, numerous other studies have affirmed a strong correlation between job satisfaction and employee job performance. For instance, Cho and Kim (2022) argued that job satisfaction fosters happiness, boosts morale, and propels employees to be more motivated, ultimately leading to increased productivity. Mastur et al. (2022) concluded that individuals who find satisfaction in their work tend to fulfill their responsibilities more effectively. Hackney et al. (2022) asserted that content employees tend to approach their tasks with creativity. Due to the disparities in the literature concerning the relationship between job satisfaction and job performance, this study takes a direct approach to investigating the link between job satisfaction and employee performance. Additionally, it delves into whether job satisfaction acts as an intermediary variable and mediates the connection between motivation, rewards, and job performance. Alamanda (2022) discovered that job satisfaction resonates in job dissatisfaction, absenteeism, the expression of grievances, lateness, morale, employee turnover, quality improvement, and participation in decision-making, all of which collectively impact the overall performance of an organization.

2.4 Conceptual Framework

The underlying framework of this study is rooted in the fundamental idea that comprehending organizational performance necessitates a deep understanding of the human resources involved in striving to achieve the organization's objectives. Managers are, therefore, required to have insight into the needs and motivators that drive employees to operate at their optimal level in pursuit of organizational goals. It is vital for managers to specifically grasp both intrinsic and extrinsic motivations.

Studies in the literature, such as those conducted by Ismoyo et al. (2022) and Al-bawaia et al. (2022), have demonstrated that motivators such as salary, promotions, favorable working conditions, transportation allowances, a culture of recognition, housing benefits, medical support policies, and training policies have a significant impact on enhancing employee motivation for improved performance within the organization. By taking into account these variables, organizations can achieve efficiency in delivering services, boost productivity, attain organizational goals (service provision), enhance their reputation, foster a positive working environment, reduce employee turnover, and enhance employee satisfaction.



Figure 2.1 Conceptual Framework

Source: Researchers Construct (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The study intends to investigate the effects of employees' motivation on organizational performance and the mediation of job satisfaction at the electoral commission of Ghana. This chapter outlines the research methodology employed in this study. It encompasses the geographical scope of the research, the research approach, the chosen research design, details regarding the population under consideration, the determination of the sample size, as well as the techniques used for sampling. Additionally, this chapter elucidates the strategies employed for data collection and delineates the data analysis procedures.

3.1 Research Paradigm

Patton (2009) defines a paradigm as a framework comprising a set of beliefs and methodologies that govern the research process. Two main paradigms are predominant in research. The first is the quantitative research paradigm, which is built on the premise that existing knowledge should be empirically tested. This paradigm employs mathematical relationships to assess variables and reach conclusions. It involves the formulation of assumptions and hypotheses, followed by testing for significant relationships among variables. In contrast, the qualitative research paradigm operates under the assumption that knowledge isn't preexisting but is constructed through the researcher's interactions with individuals. This paradigm relies on research questions to guide investigations and generate knowledge from people's experiences and narratives. It employs discourse to create meaning, with individuals actively contributing to the construction of knowledge. This paradigm prioritizes in-depth personal experiences over numerical data.

The present study was based on the assumption that some knowledge about the impact of motivation on organizational performance already exists in the field. Therefore, the research utilized questionnaires to explore this existing knowledge. The study aimed to investigate the influence of motivation on organizational performance, which led to the choice of a survey design aligned with quantitative research methodologies.

3.1.1 Research Design

Research design encompasses the blueprint that outlines the approach for conducting a study, specifying data collection methods and how findings will be presented (Kratochwill et al., 2023). In this current study, a survey design was employed. This design entails gathering data from a sizable sample, with respondents located in diverse geographical locations. The survey design offers the advantage of cost-effectiveness and the ability to cover a wide geographic area in a relatively short timeframe. Given the dispersed nature of the employees of the Electoral Commission of Ghana across the Ashanti region, it was a logical choice to include them in the study through the use of questionnaires.

3.2 Area of Study

The research was carried out in Ashanti region the second largest region in Ghana with population. The Ashanti region is made up of 47 districts of which the electoral commission of Ghana has offices and operate. The Electoral commission basically manage the demarcation of electoral boundaries, effective voters' registration exercise and the conduct of public elections. The Ashanti region as the second populated region also host the second highest employees of the Electoral commission, conducting the study in the Ashanti region to engage with Electoral Commission of Ghana employees was a logical decision.

3.3 Population of the Study

According to HR and Aithal (2022), the population is the complete set of individuals from which the researcher chooses a subset for research purposes. In this particular study, the population consists of 340 employees working at the Electoral Commission of Ghana in the Ashanti Region.

3.3.1 Sampling Design

As explained by HR and Aithal (2022), a sample is a subset of the population that is chosen to provide information for the study. In this research, a simple random sampling method was utilized, following the guidance of Silverman (2019). Simple random sampling is a research sampling approach employed when the individuals in the population exhibit common characteristics. Therefore, since the study assumed that employees' behaviors in understanding their rights related to motivation were similar, the use of random sampling was deemed appropriate.

3.3.2 Sample Size

As defined by Lakens (2022), sample size pertains to the procedure of deciding the quantity of observations or duplicates to incorporate within a statistical sample. In this investigation, the researcher utilized a simple random sampling technique to choose the participants. To be specific, the actual sample size for acquiring original data included 80 participants. Nevertheless, when distributing questionnaires to amass information regarding the participants' viewpoints on the influence of motivation on organizational performance, a more extensive sample of 160 respondents was employed. This can be considered a substantial sample size. Hennink and Kaiser (2022) recommend a larger sample size as it allows for greater generalizability of results. This contrasts with the perspective of Lakens (2022), who suggests that small sample sizes are suitable for quantitative studies. Still, by asking why and how questions and using follow-up probes, this study aimed to generate in-depth, detailed descriptions to support its findings. Consequently, the total sample size

for this study comprised 189 employees from the Electoral Commission of Ghana in the Ashanti region.

3.4 Methods of Data Collection

The study is structured around a survey descriptive design. According to HR and Aithal (2022), a survey typically employs a substantial sample size to collect opinions, which are then used to draw conclusions based on the study's findings. In line with this approach, the current study distributed a total of 189 questionnaires to individuals occupying positions such as department heads, supervisors, and staff within the Electoral Commission of Ghana, specifically in the Ashanti region. These questionnaires were used to solicit opinions and insights related to the subject under investigation.

3.5 Data Collection Tools

The study utilized a questionnaire as the data collection instrument. These questionnaires were assigned codes, and the data collected from them were then subjected to analysis using SPSS. The analysis involved the development of frequency and percentage distributions.

3.5.1 Questionnaire

A questionnaire is a data collection tool in which a set of queries is crafted, and participants furnish written replies. The resulting data is then utilized to improve program development. In this research, a questionnaire was devised to steer the investigation. The questionnaire encompassed various aspects, such as the influence of both intrinsic and extrinsic motivation on organizational performance, the kinds of motivation that impact employees' performance within the organization, and the strategies that the organization can implement to enhance its performance. The research encompassed a relatively extensive sample of 189 participants, aligning with the principle that quantitative studies frequently gain advantages from larger sample sizes to enable data generalization.

This particular sample size was selected for its efficiency in swiftly gathering responses from the participants at a lower cost compared to more resource-intensive methods like interviews.

3.6 Data Collection Methods

Data collection refers to the method or approach used to gather or accumulate information from respondents. It encompasses the techniques employed by researchers, such as questionnaires, interviews, face-to-face or telephone interviews, as well as participation and observation (Ulvi & Yiğit, 2022). In the context of this study, structured questionnaires were utilized, consisting of Likert scale questions to collect data from the participants. The questionnaire was organized into four distinct sections, each focusing on specific aspects with the aim of eliciting pertinent responses. In total, the questionnaire consisted of 20 questions. The initial section of the questionnaire comprised four questions designed to collect background information and demographic data from the participants. The second segment contained seven questions intended to capture data regarding the influence of age diversity on organizational performance. The third section of the instrument encompassed an additional four questions, which aimed to gather information related to job satisfaction. The fourth and final part of the questionnaire consisted of five questions concerning organizational performance. Respondents typically dedicated around 20 to 30 minutes to effectively respond to all the questions presented in the study. The questions were intentionally brief and precise to prevent respondent fatigue and to ensure that all respondents could easily comprehend the questions.

3.7 Data Collection Procedures

Research procedures encompass the various steps and activities undertaken by the researcher during the data collection process, as noted by Rajamani et al. (2022). In the context of this study, the researcher engaged in the following series of activities; after formulating the questionnaire, the researcher sought a formal introduction letter from the AAMUSTED research office, which would be

presented to the relevant EC Management. This letter was intended to request permission to carry out the study among the employees of the organization. Following the receipt of authorization, the researcher conducted a pilot study or pre-test of the questionnaire. This served to assess the feasibility of the study and make necessary adjustments to the questionnaire and research procedures to ensure the successful collection of data.

Subsequently, the researcher commenced the data collection process. In certain cases, research assistants may have been engaged to facilitate this phase. The researcher presented the questionnaires to potential respondents for them to complete. Although the estimated time for respondents to fill in the questionnaires was 20 to 30 minutes, individuals with busy schedules were provided with the option to complete the questionnaires at their convenience. Additionally, for respondents who could not promptly fill out the questionnaires, arrangements were made for them to collect and complete the surveys at a later agreed-upon date and time. The entire data collection process was conducted within a period not exceeding two weeks. This timeframe was considered appropriate to ensure that data collection was not rushed while also preventing unnecessary delays in the data collection process. These research procedures were meticulously designed to facilitate the systematic and efficient collection of data for the study.

3.8 Reliability and Validity of Data

Reliability, often synonymous with consistency, stability, and the capacity for replication across a group of respondents, is a crucial aspect of research methodology. According to Coleman (2022), reliability refers to the degree to which research outcomes demonstrate consistency over time and accurately represent the entire population under examination. It involves the ability to reproduce study results under similar research methodologies. The attainment of reliability is imperative for establishing credible and dependable research findings. In the present research, triangulation, as

suggested by Coleman (2022), was employed to enhance reliability. This entailed a multi-faceted approach, with the first step being methodological triangulation. The study anticipated using multiple methods, such as questionnaires and interviews, to bolster the reliability of data, thereby ensuring more dependable results. Moreover, triangulation was applied across different sites, enabling the comparison of responses from various locations. This approach not only enriched the data but also bolstered its reliability, particularly when contrasted with relying on data from a single site.

Validity, conversely, concerns the capacity of an instrument to gauge precisely what it is designed to evaluate. In accordance with Cohen et al. (2000), validating an instrument encompasses generating well-documented evidence that assures a high level of accuracy for a particular procedure. In order to safeguard the accuracy of the research findings, the study carried out a pilot test. This procedure entailed assessing the research tools to confirm whether the questionnaire yielded consistent interpretations and whether both the questionnaire and interviews were easily understood by the participants. Any inconsistencies or inaccuracies identified during this phase were thoroughly examined and corrected.

To guarantee that the variables utilized in the research complied with the criteria for validity and consistency, Cronbach's Alpha was calculated for all the variables employed. The examination demonstrated that all the variables surpassed the necessary threshold of >0.70 , thereby validating their inclusion in forthcoming analyses. Furthermore, to reinforce the credibility and dependability of the assessed variables in the structural equation modeling (SEM) investigation, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and tests of discriminant validity will be executed.

3.8.1 Exploratory Factor Analysis (EFA)

Exploratory factor analysis (EFA) was employed to assess whether the measurement items were accurately associated with their corresponding latent variables. SPSS version 25 was utilized for the

EFA procedure. Three latent variables were examined: employee motivation, job satisfaction, and organizational performance. During the EFA, items that exhibited weak factor loadings (below 0.5) or loaded onto multiple constructs were removed from the analysis. Subsequently, items that met these criteria were retained, and Table 3.1 enumerates the items that were retained for further analysis.

The total variance extracted (TVE) from the results exceeded the required minimum of 50%, reaching 79.237%. The study achieved a strong sample adequacy with a Kaiser-Meyer-Olkin (KMO) measure of 0.929, surpassing the recommended threshold of at least 0.6. Additionally, to demonstrate the robustness of the relationships between variables and justify exploratory factor analysis (EFA), Bartlett's Test of Sphericity produced statistically significant results ($X^2 = 2952.442$; Sig. 0.000), indicating ample correlation between the variables. Furthermore, the EFA determinant exceeded zero (0), affirming the positive definiteness of the data used for estimation, with a determinant value of 8.878E-8.

Table 3.1 Exploratory Factor Analysis (EFA)

Measurement Items	Components		
	1	2	3
JS1			.837
JS2			.881
JS3			.865
JS4			.847
EM1	.750		
EM2	.755		
EM3	.841		
EM4	.848		
EM5	.839		
EM6	.834		
EM7	.817		
OP1		.617	
OP2		.832	
OP3		.841	
OP4		.824	
OP5		.771	
<i>Total Variance Explained</i>			79.237%
<i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</i>			.929
<i>Bartlett's Test of Sphericity</i>			<i>Approx. Chi-</i> <i>Square</i> 2952.442
			<i>Df</i> 120
			<i>Sig.</i> .000
<i>a. Determinant</i>			8.878E-8

Source: Researcher's Field Work (2023)

3.8.2 Confirmatory Factor Analysis (CFA)

Subsequent to the EFA meeting the designated criteria, the CFA results presented in Table 3.2 were computed. The standardized factor loadings of the measurement variables all exceeded 0.5, in

accordance with expectations. This affirms that each measurement item effectively represented its underlying variable. The latent variables exhibited Cronbach's Alphas (CA) exceeding the prescribed threshold of 0.7, underscoring the robust internal reliability of the measurement variables. In line with Fornell and Larcker (1981) guidelines, composite reliability (CR) was maintained at a minimum of 0.7, and average variance extracted (AVE) reached at least 0.5 for all constructs. These outcomes signify the achievement of convergent validity. A visual representation of the CFA is presented in Figure 3.1.

The model fitness was assessed using the Hair et al. (2010) criteria, which suggest that CMIN/DF should be ≤ 3 , GFI $\geq .8$; PClose > 0.05 ; TLI $\geq .9$; CFI $\geq .9$; RMSEA $\leq .08$; and RMR $\leq .08$. From the results presented in Table 3.2, all of these criteria were found to be satisfied, and it was thus determined that the dataset fit the predicted model correctly.

Table 3.2 Confirmatory Factor Analysis (CFA)

Model-fit Indices	Factor Loading
CMIN=138.687; DF=93; CMIN/DF=1.491; GFI=.919; TLI=.980; CFI=.984; RMSEA=.051; RMR=.045; PClose=.442	
<i>EMPLOYEE MOTIVATION (EM): CA=.949; CR=.932; AVE=.661</i>	
EM1	.750
EM2	.755
EM3	.841
EM4	.848
EM5	.839
EM6	.834
EM7	.817
<i>JOB SATISFACTION (JS): CA=.944; CR=.918; AVE=.736</i>	
JS1	.837
JS2	.881
JS3	.865
JS4	.847
<i>ORGANIZATIONAL PERFORMANCE (OP): CA=.919; CR=.886; AVE=.611</i>	
OP1	.617
OP2	.832
OP3	.841
OP4	.824
OP5	.771

Source: Researcher's Field Work (2023)

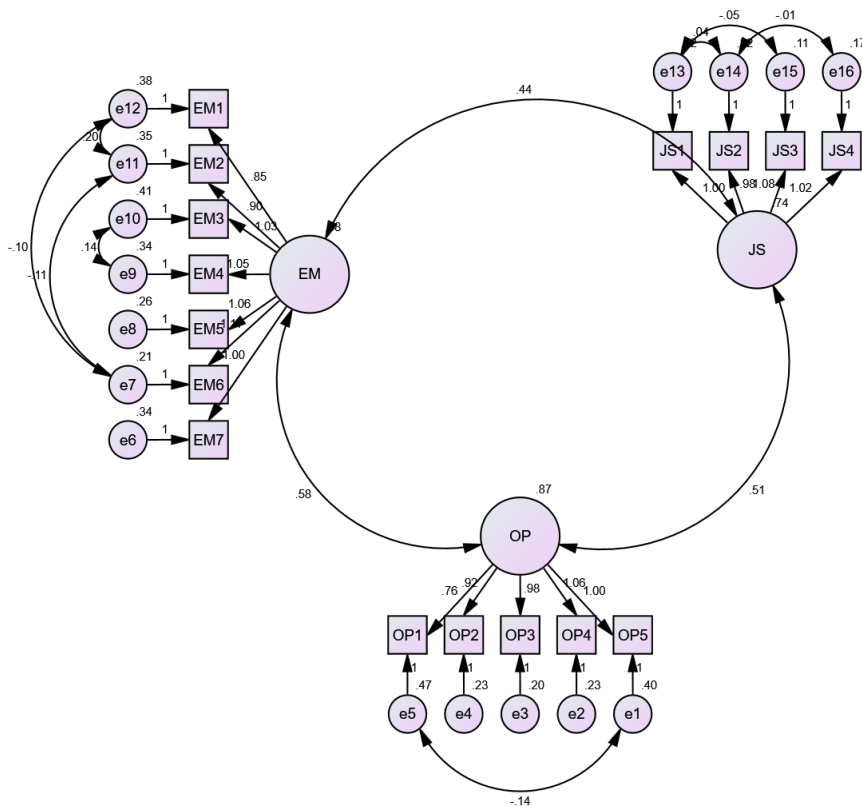


Figure 3.1 Confirmatory Factor Analysis

Source: Researcher’s Field Work (2023)

3.8.3 Discriminant Validity

Discriminant validity was confirmed by evaluating the square root of the raw average variance extracted (\sqrt{AVE}) in relation to the correlation coefficients. In the table, \sqrt{AVE} values are highlighted in bold and italics, and they were consistently greater than the correlation coefficients they were compared to. The lowest \sqrt{AVE} was 0.782, while the highest correlation was 0.640 (between employee motivation and organizational performance). It's important to note that the highest correlation observed in the entire model was 0.640 (between employee motivation and organizational performance), which was below the threshold of 0.7, indicating the absence of multicollinearity in the dataset. In summary, the data derived from the confirmatory factor analysis (CFA) are deemed suitable for estimating the structural model.

Table 3.3 Discriminant Validity

Variables	Gender	Age	Education	Experience	EM	JS	OP
Gender	-						
Age	.016	-					
Program	-.063	.035	-				
Experience	.056	.014	.096	-			
EM	.006	.225**	.192**	-.056	.813		
JS	.090	.181*	.142	-.026	.522**	.858	
OP	.051	.181*	.184*	.000	.640**	.600**	.782

** ~ Correlation is significant at the 0.01 level (2-tailed); * ~ Correlation is significant at the 0.05 level (2-tailed); \sqrt{AVE} ~ Bold and Italics.

Source: Researcher's Field Work (2023)

3.9 Ethical Consideration

Ethical considerations are of utmost importance in any research endeavor, particularly in studies involving human subjects. It is imperative that participants are fully informed about the research, its potential effects on them, the associated risks and benefits, and their right to refuse participation if they so choose. In this study, respondents were provided with an assurance of maximum confidentiality, emphasizing that the data would be used solely for academic purposes. They were also briefed on the potential implications of the study. To gain access to key informants, an introductory letter was obtained from the University to clearly communicate the study's purpose and secure their approval.

3.7 Data Analysis

According to Creswell and his associates (2010), data analysis encompasses the systematic organization and synthesis of research data, the examination of research hypotheses using this data, and a range of procedures such as categorization, arrangement, manipulation, and summarization of the data to effectively present them. To ensure the accuracy and relevance of the gathered information, a thorough check and adjustment of the field data was carried out. Subsequently, SPSS version 25 and Amos version 23 were employed for the analysis of the study's data. Data analysis refers to the organized presentation of collected data, aligning with the study's objectives. In this study, Structural Equation Modeling (SEM) in AMOS was utilized for data examination, with a graphical representation provided in Figure 4.1. Initially, the characteristics of the respondents were assessed using frequencies and percentages, as presented in Table 4.1. Following that, a descriptive analysis was performed, which included calculating mean scores and standard deviations, for all the factors under examination: employee motivation, job satisfaction, and organizational performance (Tables 4.2 to 4.4). The assumptions of the study were tested through SEM (Table 4.5 and Figures 4.1).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESULTS AND DISCUSSIONS

4.0 Introduction

The study intends to investigate the effects of employees' motivation on organizational performance and the mediation of job satisfaction at the electoral commission of Ghana. This chapter offers an analysis of the data and comprehensive discussions on the core goals of the study, which involve evaluating the degrees of employee motivation, job satisfaction, and organizational performance. To present the study's findings, data analysis employed a combination of techniques, including frequencies, percentages, mean scores, and Structural Equation Modeling (SEM).

4.1 Characteristics of Respondents

In this section of the chapter, the demographic characteristics of the participants are presented. As depicted in Table 1, the breakdown of respondent ages reveals that 21.9% fell within the 18-25 years age range, 20.3% were between 26-35 years, 32.8% were in the 36-45 years age group, and 25% belonged to the above 45 years age range. Therefore, the largest age group among the respondents was in the 36-45 years category.

The majority of the respondents were First Degree holders, representing 57.7%. Masters' holders were also 21.7%, followed by Diploma/HND holders (20.6). The years of service were also assessed to determine the level of work experience the respondents had teaching Arabic. Results showed that 64.1% of respondents had up to 1-10 years of experience, 25% of respondents had up to 11-20 years of experience, 6.3% of respondents had up to 21-30 years of experience. The remaining 4.7% thus, had more than 30 years of work experience, which is adequate enough for the respondents to offer more reliable data on the subject matter.

Table 4.1 Respondents' Demographics

Variable	Response	Frequency (N)	Percent (%)
Gender	Male	116	61.4
	Female	73	38.6
	Total	189	100.0
Age	25-30 years	23	12.2
	31-40 years	48	25.4
	41-50 years	92	48.7
	51-60 years	26	13.8
	Total	189	100.0
Education	HND/Diploma	39	20.6
	1st Degree	109	57.7
	Post-Graduate Degree	41	21.7
	Total	189	100.0
Work	5-10 years	61	32.3
	11-15 years	47	24.9
	16-20 years	41	21.7
	Above 20 years	40	21.2
	Total	189	100.0

Source: Field Work (2023)

4.2 Descriptive Analysis

4.2.1 Employee Motivation

The Table 4.2 presented the descriptive analysis of all the constructs examined. The survey items were rated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Mean scores exceeding 3 were categorized as falling within the 'agree' range, while mean scores below 3 were categorized as falling within the 'disagree' range. For the transformational leadership construct, the overall mean score was 3.86, which is above 3. This suggests that respondents generally agreed that employee motivation has a positive impact on organizational performance. Furthermore, all seven (7) individual survey items within this construct had mean scores exceeding 3. Respondents expressed agreement with the following statements: they are satisfied with the lunch break, rest breaks, and leaves provided in the organization; retirement benefits are sufficient; they believe that their job provides them with a good status; they are motivated by salary increments for outstanding job performance; they are motivated by the vision and values of the Electoral Commission of Ghana; they feel focused and energized to achieve their work goals; and they find the physical working conditions in the organization to be good.

Table 4.2 Employee Motivation

Items	Mean	Std. Deviation	Rank
I am satisfied with the lunch break, rest breaks and leaves given in the organization (EM2).	3.94	1.014	1st
The retirement benefits available are sufficient (EM4).	3.93	1.034	2nd
I feel that the job I do gives me a good status (EM1)	3.88	1.116	3rd
The salary increments given to employees who do their jobs very well motivates them (EM3).	3.86	1.160	4th
I am motivated by the vision and values of electoral commission of Ghana (EM6).	3.84	1.148	5th
I feel focused and energized to accomplish goals at work (EM5).	3.80	1.105	6th
Good physical working conditions are provided in the organization (EM7).	3.77	1.143	7th
Total	3.86	1.103	

Source: Field Work (2023)

4.2.2 Job Satisfaction

Moreover, job satisfaction had an overall mean greater than 3 thus, (3.61). This indicates that effective job satisfaction among employees improves the performance of the organization. It can be detected that all four (4) measurement items had a mean score of greater than 3. Employees generally concurred with the following; they believe they are fairly compensated for their work; there is a significant opportunity for job promotion; those who perform well have a fair chance of receiving promotions, and they feel that their work is genuinely appreciated.

Table 4.3 Job Satisfaction

Items	Mean	Std. Deviation	Rank
I feel I am being paid a fair amount for the work I do (JS4)	3.69	.975	1st
There is really too high chance for promotion on my job (JS3)	3.60	.993	2nd
Those who do well on the job stand a fair chance of being promoted (JS2)	3.59	.967	3rd
I do feel the work I do is appreciated (JS1)	3.56	.986	4th
Total	3.61	0.980	

Source: Field Work (2023)

4.2.3 Organizational Performance

The last variable was organizational performance. It had an overall mean score of 3.738, indicating that there was good organizational performance within the organization. All 5 measurement items had mean scores greater than 3 (agree). It was agreed that organization relationship with suppliers is quite good and stable, work organization is efficient, the number of customer complaints within the last period has decreased strongly, reputation of the organization in eyes of the customers has improved and value added per employee in our company is well above.

Table 4.4 Organizational Performance

Item	Mean	Std. Deviation	Rank
Relations with suppliers are quite good and stable.	3.90	.990	1st
Work organization is efficient.	3.81	1.014	2nd
The number of customer complaints within the last period has decreased strongly.	3.79	1.104	3rd
Reputation of our company in eyes of the customers has improved.	3.69	.985	4th
Value added per employee in our company is well above	3.50	1.128	5th
Total	3.738	1.0442	

Source: Field Work (2023)

4.3 Path Analysis

Path coefficients were computed through covariance-based Structural Equation Modeling (SEM) utilizing Amos (v.23) software. The Bias-Corrected (BC) percentile method of bootstrapping was applied with 5000 bootstrap samples and a 95% confidence level. The findings are displayed in Table 4.5 and Figure 4.1. The study controlled for variables such as gender, age, education, and work experience.

The results revealed that age had a positive but statistically insignificant influence on organizational performance ($\beta=0.022$; $p > 0.05$). Gender exhibited a negative and statistically insignificant impact on organizational performance ($\beta= -0.024$; $p > 0.05$), with gender being coded as 1 for male and 2 for female. Education demonstrated a positive but statistically insignificant effect on organizational performance ($\beta=0.072$; $p > 0.05$). Similarly, work experience displayed a positive but statistically insignificant effect on organizational performance ($\beta=0.036$; $p > 0.05$). In terms of the hypothesized paths, the study identified a significant positive impact of employee motivation on organizational performance at the Electoral Commission ($\beta=0.443$; $p < 0.01$). This suggests that, effective employee motivation enhanced organizational performance by about 44.3%, and vice versa. This shows that, when employees are motivated being extrinsic or intrinsic, it influences organizational performance positively. Therefore, it is hypothesized that;

H1: Employee motivation has positive effect on organizational performance.

Also, the study revealed a notably positive impact of employee motivation on job satisfaction within the commission ($\beta=0.505$; $p < 0.01$). This indicates that effective motivation of employees led to an increase in job satisfaction by approximately 50.5%, and vice versa. In essence, motivating employees contributes to an enhancement of their job satisfaction.

Additionally, it was observed that the effect of job satisfaction on organizational performance was significantly positive ($\beta=0.406$; $p < 0.01$).

This suggests that effective job satisfaction among employees enhanced the performance of the organization by about 40.6%, and vice versa. This shows that, when employees are satisfy with their job, it drives them to perform better hence improving the organizational performance. As a result, it could be seen that the effect of employee motivation on organizational performance can also be seen through job satisfaction. Therefore, it is hypothesized that;

H2: Job satisfaction mediates the relationship between employee’s motivation and organizational performance.

Table 4.5 Path Coefficients

Paths	Unstd. Estimates	S. E.	C. R.	P
EM → OP	.443	.072	6.162	***
EM → JS	.505	.067	7.522	***
JS → OP	.406	.077	5.287	***
Gender → OP	-.024	.106	-.229	.819
Age → OP	.022	.057	.387	.699
Education → OP	.072	.075	.962	.336
Work Experience → OP	.036	.044	.822	.411
<i>Indirect Effect</i>		<i>Lower BC</i>	<i>Upper BC</i>	
EM→JS→OP	.406	.100	.610	

Source: Field Work (2023)

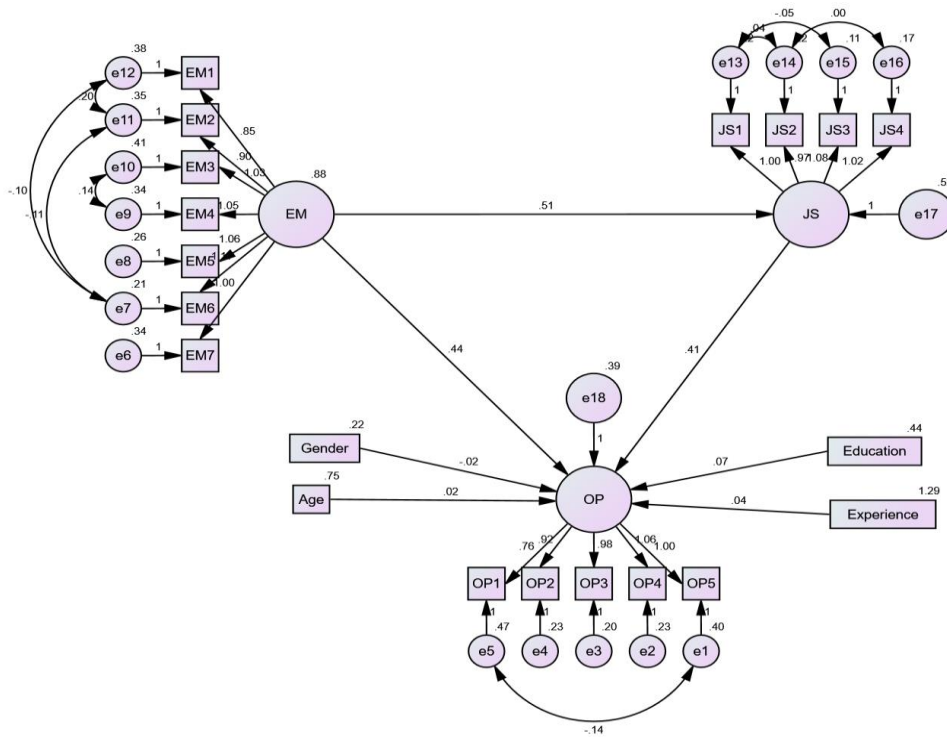


Figure 4.2 Structural Equation Model

Source: Field Work (2023)

4.4 Discussions of Findings

The study demonstrated that the impact of employee motivation on organizational performance was positive and statistically significant, thereby *supporting H1*. This finding aligns with a study conducted by Dobre (2013), which similarly identified that employee motivation had a direct and favorable effect on organizational performance. That is, at electoral commission where management places a more emphasis on satisfying employees with the lunch break, rest breaks and leaves given in the organization, providing sufficient retirement benefits, employees feeling that the job they do gives me a good status, increasing salary given to those who do their jobs very well, motivated by the vision and values of electoral commission of Ghana, feel focused and energized to accomplish goals at work, good physical working conditions, the organization is more likely to perform.

Again, the effect of employee motivation on job satisfaction was found statistically significant. This is line with (da Cruz et al., 2020), who also found positive effect motivation on job satisfaction. Moreover, the effect of job satisfaction on organizational performance was also found to be statistically significant. This is also in support of a study conducted by Kuzey (2019), who found job satisfaction to have positive effect on organizational performance. The results from this study indicates that, the effect of employee motivation on organizational performance can also be seen through the intervention of job satisfaction. Hence, job satisfaction mediates relationship between employee motivation and organizational performance, *supporting H2*.

Since the direct effect of employee motivation on organizational performance was statistically significant and at the same time the effect of motivation on job satisfaction was significant and the effect of job satisfaction on organizational performance was also significant, it can be sad that, job satisfaction partially mediates between employee motivation and organizational performance. At the electoral commission, while employee motivation enhances the performance of the organization, motivation also improves job satisfaction. As a result, when employees are satisfied by feeling of being paid a fair amount for the work they do, having the high chances for promotion on their job, those who do well on the job stand a fair chance of being promoted and they do feel the work they do is appreciated, it improves the performance of the organization. Hence the organization is able to have good relationship with suppliers, work efficiently, decreased the number of customer complaints, add values to customers.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

The study intends to investigate the effects of employees' motivation on organizational performance and the mediation of job satisfaction at the electoral commission of Ghana. This chapter presents the summary of finding, conclusions based on the results and lay down some recommendations for improving organizational performance within the electoral commission of Ghana.

5.1 Summary of Findings

The study found a significant level of employee motivation at the electoral commission. Respondents expressed satisfaction with various aspects, including lunch breaks, rest breaks, leave policies, retirement benefits, job status, performance-related salary increments, alignment with the organization's vision and values, focus, and the quality of working conditions within the organization. Additionally, the study revealed a substantial level of job satisfaction at the electoral commission. Employees felt content with their compensation, perceived promising opportunities for career advancement, believed that job performance was recognized and valued. Furthermore, the research indicated a high level of organizational performance at the electoral commission. Respondents agreed that the organization maintained strong and stable relationships with suppliers, had efficient work organization, significantly reduced customer complaints, improved its reputation among customers, and demonstrated high value added per employee.

It was observed that employee motivation had a substantial and positive impact on organizational performance at the electoral commission ($\beta = 0.443$; $p < 0.01$). This indicates that effective employee motivation led to a 44.3% improvement in organizational performance, and this relationship was reciprocal. Furthermore, the study found that employee motivation significantly and positively

affected job satisfaction within the commission ($\beta = 0.505$; $p < 0.01$). Effective motivation among employees boosted their job satisfaction by approximately 50.5%, and vice versa. Additionally, job satisfaction had a significant positive impact on organizational performance ($\beta = 0.406$; $p < 0.01$). Effective job satisfaction among employees contributed to a 40.6% enhancement in organizational performance, and this relationship was also bidirectional. These findings indicate that job satisfaction plays a partial mediating role in the connection between employee motivation and organizational performance.

5.2 Conclusion

The study assessed the effects of employees' motivation on organizational performance and the mediation of job satisfaction at the electoral commission of Ghana. The study focused on permanent employees of electoral commission of Ghana. The study sampled employees of electoral commission of Ghana across all the districts. A sample size of 189 employees of the commission were employed for the study. Employee motivation, job satisfaction and organizational performance were all found to be high at the commission. Again, it was inferred from that employee's motivation had a significant positive effect on organizational performance. Also, job satisfaction partially mediated the relationship between employee motivation and organizational performance.

5.4 Recommendations

The study revealed that the electoral commission of Ghana exhibits high levels of employee motivation, job satisfaction, and organizational performance. Additionally, it was established that employee motivation and job satisfaction have a significant impact on organizational performance. Furthermore, the research identified that job satisfaction acts as a mediating factor in the relationship

between employee motivation and organizational performance within the electoral commission.

Therefore, it is recommended that,

1. Organizations should constantly engage in the activities that improve the level employee motivation, job satisfaction and organizational performance and should never underestimate them. Doing that will also raise and maintain the standard of organizational performance and operations which can lead to better customer experience.
2. Secondly, employee motivation was found to enhance organizational performance with the electoral commission of Ghana. It is recommended that management should not feel tired of motivating employees because when employees thus are motivated, they are able to work efficiently and effectively to help improve the performance of the organization.
3. Lastly, the study showed that job satisfaction plays a mediating role in the relationship between employee motivation and organizational performance. It is therefore recommended that; management should also have a proper look at satisfying employees on their job in the organization. This is because job satisfaction also improves organizational performance and not only employee motivation. Paying good attention to employee motivation and job satisfaction should be the everyday objective of management.

5.4 Suggestions for further Studies

Future studies should broaden the scope of the study by looking at the manufacturing firms and also explore digital ways of improving organizational performance.

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APPENDIX

AAMUSTED

QUESTIONNAIRE ON ORGANIZATIONAL PERFORMANCE AT ELECTORAL COMMISSION GHANA

Dear Sir/Madam,

This survey is meant to collect relevant information from electoral commission employees to investigate the effects of employees' motivation on organizational performance and the mediation of job satisfaction. The information required is strictly for academic purpose and any information provided would be treated with the utmost solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire. Thank you.

SECTION A: DEMOGRAPHICS

(1) **Gender:** Male () Female ()

(2) **Age:** 26-30 years () 31-35 years () 36-40 years () 41-45 years () Above 45 years ()

(3) **Education:** Diploma/HND () 1st Degree () Postgraduate Degree

(4) **Work Experience:** 5-10 years () 11-15 years () 16-20 years () Above 20 ()

SECTION B

	Using a Likert Scale of (1 – 5) please tick (√) the levels of agreement in each of the items below with regard to green purchase behavior among university students <i>1=Strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5=Strongly agree (SA).</i>	SD 1	D 2	N 3	A 4	SA 5
CODE	EMPLOYEE MOTIVATION					
EM1	The salary increments given to employees who do their jobs very well motivates them.	1	2	3	4	5
EM2	I am satisfied with the lunch break, rest breaks and leaves given in the organization.	1	2	3	4	5
EM3	The retirement benefits available are sufficient	1	2	3	4	5
EM4	Good physical working conditions are provided in the organization.	1	2	3	4	5

EM5	I am motivated by the vision and values of electoral commission of Ghana	1	2	3	4	5
EM6	I feel focused and energized to accomplish goals at work.	1	2	3	4	5
EM7	I feel that the job I do gives me a good status.	1	2	3	4	5
JS1	JOB SATISFACTION					
JS2	I feel I am being paid a fair amount for the work I do	1	2	3	4	5
JS3	There is really too high chance for promotion on my job	1	2	3	4	5
JS4	When I do a good job, I receive the recognition for it that I should receive	1	2	3	4	5
JS5	Those who do well on the job stand a fair chance of being promoted	1	2	3	4	5
JS6	I do feel the work I do is appreciated	1	2	3	4	5
JS7	I feel unappreciated by the organization when I think about what they pay me	1	2	3	4	5

SECTION C

	ORGANIZATIONAL PERFORMANCE					
EP1	Relations with suppliers are quite good and stable.	1	2	3	4	5
EP2	Work organization is efficient.	1	2	3	4	5
EP3	The number of customer complaints within the last period has decreased strongly.	1	2	3	4	5
EP4	Reputation of our company in eyes of the customers has improved.	1	2	3	4	5
EP5	Value added per employee in our company is well above					