

UNIVERSITY OF GHANA

**EMPLOYEE MOTIVATION AND FIRM PERFORMANCE: A CASE
STUDY OF THE SOCIAL SECURITY AND NATIONAL INSURANCE**

TRUST (SSNIT).

BY

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**A THESIS SUBMITTED TO THE DEPARTMENT OF ORGANISATION
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GHANA BUSINESS SCHOOL, LEGON, IN PARTIAL FULFILMENT
OF THE REQUIREMENT FOR THE AWARD OF A MASTER OF ARTS
IN MANAGEMENT AND ADMINISTRATION.**

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

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PROF. DAN OFORI

(SUPERVISOR)

.....

DATE

DEDICATION

This work is dedicated to my lovely brother for the support he has been providing me throughout this post graduate education I embarked on.

ACKNOWLEDGEMENT

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ABSTRACT

Organizations are looking for ways to improve their performances to meet their targets and adapt to the highly competitive work environment. An alternative is employee motivation. The study examines the relationship between employee motivation and firm performance using SSNIT as a case to test this relationship. A sample of fifteen (15) respondents were obtained via purposive sampling and convenience. Face-to-face interviews were conducted, and the data were transcribed and analyzed using thematic analysis. It was revealed that employee motivation is linked to performance at SSNIT. The organization employs both intrinsic and extrinsic forms of motivation and it utilizes predominantly the Performance Management System (PMS) to assess employees and motivational rewards are offered based on such scores. Moreover, the study identified challenges such as resource constraints, poor performance review and unfair promotion strategy.

Based on the revelation, the researcher makes recommendations for action by management including; exploring other approaches where other forms of incentives can be added on to the existing ones to boost employee performances. Also, management should increase the share of the organization's budget on motivation and a consideration of the performance review system by adopting a holistic type such as the use of 360-performance review so that it is not skewed as reported by respondents. The study demonstrates the practical and theoretical consideration of motivation in the world of work.

SECTION ONE

INTRODUCTION

1.1 Background of the Study

Gaining a competitive advantage is one of the key objectives for the success of an organisation in the dynamic business world of today (Dessler, 2017). Firms identify the nature of competitive advantage as the uppermost drive for them to survive in an industry that is aggressive. In order to accomplish this objective, firms depend on employees who are devoted, effective, highly motivated and efficient (Oncioiu et al., 2018). This has given much call to the importance of public service motivation [PSM] in literature by academics and practitioners. This call advises managers to accept motivation as a significant tool to concentrate on in order to survive in an aggressive industry (Bright, 2008; Perry, 2010).

According to Robbins, Judge and Breward (2016), motivation encompasses all work related behaviours and process that account for an employees' need, drive, intensity, direction and sustenance of effort towards attaining organizational goals. Motivation is not a fixed trait but is an interplay of both internal state of an individual employee, the situational factors as it exists within the work settings as well as the broader social context (Cerasoli, Nicklin, & Ford, 2014). Motivation is a powerful construct that studies have shown it linkages with organizational outcomes which is of interest for any sustainable organization. These include motivation serving as a drive to influence firm performances, promoting high satisfaction, retention, engagement in prosocial behaviours, among others (Barbuto & Story, 2011; Mohsan et al., 2011; Sarmad et al., 2016).

Motivating employees becomes an effective tool by directors using either the intrinsic, extrinsic or both forms of motivation for inspiring employees and giving them confidence. Consequently, it is recognized and expected that when public service employees are highly motivated, public institutions greatly perform much better (Rainey, 2009). This is because employees demonstrate suitable behaviours in a particular institutional environment. This has led to the popular attribution that employees are the lifeblood of an organization in achieving goals and strategies (El-Homsi, & Slutsky, 2009). Also, when employees are motivated, they become productive, loyal, innovative, and produce quality results for works they are readily involved in (Robbins et al., 2016). On the contrary, employees that get low motivation are most likely to concentrate less on their job and probably lie to their managers and leave the organization if given another opportunity or chance (Galletta, Portoghese, & Battistelli, 2011).

Again, Chhabra (2010) maintain that management instill the habit of “will to work” which is important to achieve organisational goals if employees are motivated. Employees should be highly motivated for firm performance due to the fact that the issue of dissatisfaction of employees and its related behavior is becoming prominent globally whiles it is detrimental to organizational success. The circumstance has become even more serious in developing economies where working conditions are not attractive (Ali, Ali, & Adan, 2013; Armah, Boamah, Quansah, Obiri, & Luginaah, 2016). If employees are not motivated, they would not give their best to the firm, resulting in less efficient performance. In Ghana for instance, there have been instances of industrial unrest, strikes, demonstration and poor relationship between management and employees of some firms (Ibrahim, 2017; Laary, 2015; Young, 2011; Zurek, 2019). This has consequences on firms’ performance. Studies indicate that organizational effectiveness has important role in accelerating organization growth and development

(Manzoor, 2012). Organizational performance comprises of results of output as compared to goals and objectives (Griffin & Moorhead, 2011).

Performance is important as organizations invest resources as inputs including salaries, fringe benefits, bonuses, raw materials, equipment in order to recoup its benefits in terms of achieving set targets for engaging in that venture. Therefore, the relationship between motivation and firm performance is worth investigating. This study highlights on the system of motivation by SSNIT, how the system of motivation is implemented, how the system of motivation relates with performance and the challenges associated with the implementation of the motivation system or strategies. It is very crucial to examine the role that motivation strategies have on job related well-being in general to improve on performance and increase work effectiveness. It is in view of this that this study seeks to assess the role of employee motivation on firm's performance in the public sector with particular reference to employees of SSNIT.

Management of organizations are using different approaches to increase productivity. One of these practices is a model to link employee motivation to organizational performance (Oncioiu, Petrescu, Duică, & Croitoru, 2018). Employee motivation provide the urge to propel employees to offer their best in enhancing the efficiency and development of the organization (Hochberg, & Lindsey, 2010). Motivation drives employees and have been linked with satisfaction and retention (Sarmad, Ajmal, Shamim, Saleh, & Malik, 2016), work attitudes, commitment, organizational citizenship behaviours and performance (Barbuto & Story, 2011; Mohsan, Nawaz, Khan, Shaukat, & Aslam, 2011) as well as other organizational outcomes. This project examined employee motivation and firm performance as observed within one of the indigenous and oldest pension scheme institution in Ghana, Social Security and National Insurance Trust

(SSNIT). The write-up followed the outline which was in sections from Section One to Section Five.

1.2 Statement of the Problem

Even though some studies suggest that there is a relationship between public service motivation and the performance of firms (Hassan & Owuor, 2016; Muogbo, 2013; Perry & Hondeghem, 2008). The studies have resulted in inconsistent and inconclusive outcomes where some found strong relationship whereas others found weak relationship between the two variables of interest, motivation and firm performance. Pertinent empirical research has produced mixed outcomes, so it is difficult to draw any explicit conclusions about the connections. Also, despite some publications within this field, it is still inadequate and there have been calls for further studies within organizations and other context. For instance, Brewer (2008) conducted a study on the connection between public service motivation and firm performance. Brewer (2008) reported that, only a limited number of researches have directly dealt with the connection between public service motivation and performance in the public institution. This is similarly reported by other researchers that the literature is scanty especially in novel context like what this research settings is targeting (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Notwithstanding the increased attention given the impact of public service motivation on the performance of firms, researchers have paid much attention almost completely on developed economies, as studies on public service motivation expanded gradually from Germany, USA to UK, South Korea, Switzerland and the Netherlands (Ritz, 2009; Young, 2001; Leisink & Steijn, 2009) becoming a warm subject of international public management along the way. By contrast, there is fairly scanty studies on public service motivation in developing economies (Wu, 2010; Li, 2010) and the few that have attempted in Ghana based on the researchers search

has mainly been in the private sector (Ackah, 2014; Kuranchie-Mensah & Amponsah-Tawiah, 2016; Owusu, 2012).

This study therefore sought to find out the effect of employee motivation on firms' performance particularly at Social Security and National Insurance Trust (SSNIT).

1.3 Purpose of the Study

The purpose of this study is to determine the relationship between employee motivation and firm performance within the Social Security and National Insurance Trust (SSNIT) Ltd.

1.4 Research Objectives

The study sought to investigate the following specific objectives;

- To find out the system of motivation SSNIT operates
- To assess how the SSNIT system of motivation is implemented
- To assess if the system of motivation is translated into performance
- To find out the challenges associated with the implementation of the motivation system.

1.5 Research Questions

The study sought to answer the following research questions;

- What system of motivation does SSNIT operate?
- How is the SSNIT system of motivation implemented?
- How is their system of motivation translated into performance?

- What are the challenges associated with the implementation of the system?

1.6 Significance of the study

The outcome of this study revealed some of the motivational tools' managers implement in order to motivate employees in the public institutions so as to increase firm performance. Secondly, this study helped to bring out the aspect of motivation that needs more attention in the public service and this guided the management of SSNIT to implement strategies to increase performance so as to meet their set targets. Another significance of the study was to help add to existing knowledge and as well serve as a reference material for future studies.

1.7 Research Methodology

One fundamental subject in determining how to carry out research is to first choose the appropriate study design for attaining the specified aim and objectives of the suggested research question (Kothari, 2004). The aim of a research design is to structure a research in order to gain accurate answers to the research questions (McGivern, 2006). Research designs available for quantitative studies include experiments, and surveys. On the other hand, designs such as ethnography, grounded theory, case study, phenomenological research, and narratives are used for qualitative studies (Creswell & Creswell, 2017; Maxwell, 2012). However, this research embraced a case study design. There are two main methodological approaches that could be applied in research; quantitative and qualitative (Patten & Newhart, 2017; Vanderstoep & Johnston, 2009).

This study adopted a qualitative approach. Also, with regards to the sources of data, the study used primary data which was acquired through in-depth interviews with employees from the various departments at SSNIT in the Greater Accra region. Research instrument are assessing devices and are intended to collect data on a subject of concern from participants (Creswell,

2009). This current study used a semi-structured interview guide as its data collection instrument to collect data from respondents who are employees at Social Security and National Insurance Trust (SSNIT) in the Greater Accra region. In conducting research, selecting a sample size is a very crucial step due to the fact that it is mostly impractical and inefficient to study the whole population of a study (Cochran, 2007). Therefore, researchers usually select some units or members of the population to be a representation of the entire population. This is known as sampling. A sample is a subset of the population of a study.

SSNIT Head office was the sample population considered for this study. But for efficiency in management, the researcher used a cross section of 15 permanent staff of the population. The total population of SSNIT located in Accra Head office is around 250. The 15 selected is spread across the management level, senior non-management staff, middle level staff and junior staff. Therefore, the sample size of fifteen (15) was adequate to gain answers to the research questions since the focus of a qualitative study is more on sample adequacy than sample size (Bowen, 2008). More so, the sampling technique that was adopted in this study was the purposive sampling technique where selection of respondents was based on the researcher's judgment. The choice of this technique was to ensure that participants of the study have the required knowledge and relevant information. In analysing qualitative data, there is the need for preparing and organising data through transcripts, reducing the data into themes through a process of coding, and finally presenting the data through analysis and discussions (Creswell, 2012). Hence, recordings of the interviews were first transcribed and then the data was analysed guided by ethics. The study adopted the Thematic Analysis approach, using the six-step technique in analysing qualitative data proposed by Braun and Clarke (2006). To ensure data reliability and validity, the respondents were contacted to verify or confirm their views after data transcription. Also, the research followed appropriate research procedures such as the research methodology.

1.8 Scope of the study

The focus of this study is about employee motivation and firm performance. The scope of the study was limited to staff of Social Security and National Insurance Trust at the head office and did cover all SSNIT employees in Accra. The study used only fifteen employees for the qualitative enquiry of motivation and firm performance.

1.9 Limitation of the study

Data collection relied mainly on interviews. Conducting interviews is anticipated to be limiting since some of the respondents may give false responses (Kvale & Brinkman, 2009).

1.10 Organisation of the study

The study is organized into five (5) sections. Section One concentrates on the background of the study, problem statement, research purpose and research objectives. Also, it identifies the significance of the study as well. Section Two gives insights on review of related literature and the theoretical underpinning of the study. This is followed by Section Three which discuss the methodological approach of the study. Also, Section Four presents the data analysis of the study and Section Five discuss the summary, recommendations and suggestions for future studies.

SECTION TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews literature that have been conducted on the study topic. Sub-sections considered include; theoretical underpinnings that have been used to explain motivation and performance relationships and reviews of studies that have been empirical conducted to test the link between motivation and firm performance.

2.1 Theoretical background

Theories are underlying frameworks that provide set of assumptions, relationships to explain a course of action (Miles, 2012). This sub-section examined theories that have been propounded as well as adapted by researchers in explaining the relationship that exist between motivation and firm performance. The theories that were discussed are; the expectancy theory, need theory and goal setting theory.

2.1.1 Expectancy Theory (Schunk, Pintrich, & Meece, 2008; Vroom, 1964)

The expectancy theory proposes that, motivation drives an individual employee to act in certain ways over others because of what they expect of what that selected behaviour outcome will be. Hence, if the outcome is desirable like higher performance, then employees may be select behaviours that help achieve such outcome. According to the expectancy theory, individual will be motivated to perform based on cognitive processes based on the motivational elements Estes and Polnick (2012) highlight two forms of expectancies which are expectance and instrumentality. Expectance is the probability that the effort put forth by an employee will lead to the desired performance and instrumentality is the probability that a particular performance

will lead to certain preferred outcomes. When an employee perceives that an effort will not be rewarded, the employee will not be highly motivated to perform a certain task. Expectancy Theory's central argument largely relies on motivators to drive the causes for specific behaviours demonstrated by employees at work (Leonard, Beauvais, & Scholl, 1999). External rewards such as bonuses and incentives are viewed as inducing motivational states that fuels behaviors, as against the intrinsic motivators. The intrinsic motivators are sourced and inspired internally by the individual employee or are derived from internal forces such as the enjoyment of the work itself because it is challenging, interesting, enriched, engaging among others (Chiang & Jang, 2008). This theory has been adopted to explain work motivation in diverse industries including health, hospitality, education, industry (De Simone, 2015; De Vito, Brown, Bannister, Cianci, & Mujtaba, 2018; Lăzăroiu, 2015) and has been found to be a robust theory and hence its adoption in this study.

2.1.2 Need theory (McClelland, 1961)

The Need theory outlines three important factors that propel individuals. These are the need for Achievement (nAch), need for Power (nPow) and need for Affiliation (nAff). This domain of need theory of motivation influence behaviour of employees which helps to understand the motivational forces guiding behaviour. The need for achievement refers to the urge to achieve something in what an employee is doing. A strong desire for achievement influences high objectives from employees and greater efforts in achieving results. This drives the organizational context to be a result-oriented environment thereby increasing the firm's performance. The need for power refers to the desire for employees to seek for higher level roles that is accompanied with control and authority. This generates an organization where all employees see leadership as being led by themselves and are being also led by their team leaders and departmental heads. This need for power allows for effective succession, healthy competition and prestige. The need for affiliation maintains the essence of interpersonal and

social relationships among employees. This need creates harmony and positive organizational climate if it is champion by the organization through social events like family day out, sports competition, health walks, corporate dinners and social networking events being organized.

2.1.3 Goal-Setting Theory (Locke & Latham, 2006)

The Goal-Setting Theory also provides a set of assumptions that guides employees to perform effectively. Performance in organizations are mechanism by which both short term and long-term goal-oriented action are accomplished. The theory highlights the need for specific and clearly stated goals that are linked to goal oriented action such as performance (Locke & Latham, 2006). Based on the goals, firms employ strategies that can help achieve their set targets. This management practice of having a clearly defined goal and strategy help ensure individuals are equipped with the right capabilities and motivation to achieve their goals at the individual level and at the organizational level.

The Goal Setting Theory is critiqued for positing positive and linear approach with goals as against the world of work which is complex and dynamic. However, the goal theory is a good facet that links motivation with the performance goals. Both employees and employers benefit immensely with clearly stated outcomes. Conscious effort must be put in place to provide incentives that will drive both parties to perform excellently.

2.2 Empirical Review

This sub-title reviews studies that have been conducted on motivation and performance. The review stated some empirically conducted studies, their findings and drew gaps in these prior studies. This was done in two folds. First, studies on the relationship between motivation and performance and second, strategies that have been enumerated in the literature reviewed by the researcher.

2.2.1 Relationship between motivation and performance

A study was conducted by Muogbo (2013) to examine the impact of employee motivation on organizational performance in some selected firms in Nigeria. The study used a sample of 103 respondent for the descriptive survey design. The researcher used purposive sampling to distribute the structured questionnaires as their data collection instrument. The finding was, there exist a positive effect between employee motivation and firm growth. Thus, when extrinsic motivation such as pay, fringe benefits, and good working conditions are given to workers in a firm, it has a significant influence on the overall performance of the firm.

Also, an empirical study was conducted by Kuranchie-Mensah and Amponsah-Tawiah (2016) on employee motivation and work performance in selected mining companies in Ghana. The researchers used the exploratory mixed method research design to gather data from four gold mining companies using structured questionnaires. The researchers found that intrinsic motivation had a significant positive influence on employees' performance. A further analysis indicated that intrinsic motivation was deemed effective with increasing level of employees' education where first-degree holders reported the highest mean score and the trend follows below to those with WASSCE/SSCE level of education.

In addition, Kuppuswamy, Saminathan, Udhayakumar, Vigneash and Gopalakrishnan (2017) found that, motivation had a significant role in employee performance in organizations. The researchers selected 40 responses from a sample questionnaire of 157 that were distributed. Analysis was performed using Microsoft excel tool. It was found that, there was a significant positive relationship between motivation and performance. The research was a hypothetical study using students as respondents and not a real field study. Though it is insightful, the use of student to assess motivational factors that relates with future job performance may not be the same as using job incumbent. This gap makes the present study significant for enquiry. In the same vain, a robust research design, meta-analysis was used by Cerasoli et al. (2014) to

find out if the two motivational forms predict performance. The study included results from prior researches conducted in schools, work and physical domains accounting for a sample size of 212,468 generated from 183 studies. They found that intrinsic motivation had a medium to strong prediction of quality of performance and extrinsic motivation were better predictor of quantity of performance.

Moreover, Hanaysha and Majid (2018) conducted a study to investigate the employee motivation's role in improving productivity in institutions of higher learning in Malaysia. The study adopted online survey where 870 questionnaires were administered to the employees through e-mails. A response rate of 28% (242 respondents) was reported and is highly stated that online surveys without incentives are noted for poor response (Nulty, 2008). The researchers analyzed the data using a robust statistical technique known as the structural equation modeling to generate the results. The findings revealed that employee motivation have a significant positive effect on employee productivity.

Conversely, Abusharbeh and Nazzal (2018) tested the impact of motivation on employee performance within commercial banks in Palestinian using a quantitative approach where data was obtained through distribution of questionnaires to employees of the selected banks. The researchers adopted Pearson moment correlation and regression analysis where they found that, management of the banks provides high level of motivation to the employees. However, the social and material motivators did not translate to employee's performance. Significant effect in differences was rather found in demographic variables such as years of experience and job title of an employee regarding to motivation and difference in years of experience predicted performance.

From the above reviews, it could be observed that there is a methodological gap in assessing the relationship between motivation and performance. Most of the studies adopted the quantitative approach where survey questionnaires have been the dominant mode of data

collection. The utilization of other methods like the qualitative approach where interviews were employed provided a rich experience in understanding the relationship better. This study thus filled the methodological gap.

2.3 Strategies for motivating employees

Motivation is generally categorized into two broad forms; intrinsic and extrinsic. Researchers have conducted studies and made recommendations on how managers and organizations can improve on employees' motivation so as to translate into performance. The following reviews strategies that have been adopted to motivate employees.

2.3.1 Extrinsic motivation

Studies shows strong support where managers provide motivational tools that are tangibles (Muogbo, 2013). Motivational factors that meet the need of employees is very important as demonstrated by the need theories such as Maslow's hierarchy of needs and McClelland theory of needs. Employees are motivated to meet their physiological and safety needs which are critical to their wellbeing and survival. Employers of labour should know the kind of incentives and rewards that employees can relate with and can influence them to perform well on the job. This makes the extrinsic motivation factors crucial in improving productivity. Extrinsic motivation includes pay, fringe benefits, promotion, conditions of work, job security, contract of service, have been argued to be potent source of motivation to enhance firms' productivity.

2.3.2 Intrinsic motivation

Intrinsic motivation is obtained from the work activity itself. It is drawn from meaning that individuals need to feel a sense of competency and pride in the task performance in the work settings (Deci & Ryan, 2010; Kamal & Razak, 2016). Intrinsic motivation according to Hackman and Oldham (1980) can be created through meaningfulness of the work, responsibility for the outcomes of the work and knowledge of the actual results of the work

activities that an employee undertakes. Therefore, work should be arranged such that there is greater skill variety at the disposal of the employee via effective training and development programmes. Also, employees must feel a part that their roles link with the overall organizational goals and target so as to fulfil task significance (Oldham & Hackman, 2010). In addition, there should be flexibility and some level of autonomy for people to be creative in their job roles than being micro-managed. Moreover, employees are motivated when there is feedback given on their tasks they perform (Allam, 2017). Where, their performance is excellent, a praise or a well done can be said or employees can be recognized for excellent performance. On the other hand, where there is a shortfall in results, constructive feedback can be used to inspire the employee for better delivery next time. Intrinsic motivation provides benefits of well-being, accomplishment, self-actualizing and self-sustenance for employees (Ferguson & Reio Jr, 2010).

However, despite the distinct types of motivation, there is a relationship between extrinsic and intrinsic motivational factors (Hung, Durcikova, Lai, & Lin, 2011). Researchers are of the view that intrinsic and extrinsic motivation have effect on each other. Both motivation forms can drive employees to their work as each form reinforces each other whereas at some other times, the extrinsic motivators can decrease intrinsic motivation (Cerasoli et al., 2014). The dyad is important as not all employees are motivated equally, some may lean more on extrinsic motivational factors whereas others may uphold in high esteem, intrinsic motivational factors (Deci & Ryan, 2010).

2.4 Employee motivation and firm performance in Ghana

There have been some studies conducted within the Ghanaian context on employee motivation and firm performance in various settings. Boamah (2014) examine the effect that motivation has on employees' performance. The researcher selected the Asunafo North Municipal

Education Directorate for the study. Two hundred and twenty-one (221) respondents were sampled for the study using systematic sampling. A mixed method approach was adopted using questionnaire and interviews. After results presentation, it was found that promotion and chance for teachers' advancement were major motivation whereas wages and salaries were considerably low. Similarly, Danso (2013) found that teachers are highly motivated in a descending order; career development, increase remuneration, promotion and best teacher award. This finding by Danso (2013) was obtained using a sample of one hundred and sixty teachers in a quantitative research design.

Another study was conducted by Lawson (2018) on employee motivation and their satisfaction to perform their descriptive jobs within Library settings. The study used a cross-sectional survey method to obtain data from one hundred and eighty-four (184) library staffs from two libraries in Ghana. The study revealed that motivational hygiene factors such as working conditions, supervision, fringe benefits served as predictors of job satisfaction and consequently, job performance. Similarly, Lamptey, Boateng and Antwi (2013) found that there was high motivation available for Librarians and that affects their performance positively. This their study was conducted using a survey method by administering questionnaire to seventy-two librarians in public universities in Ghana.

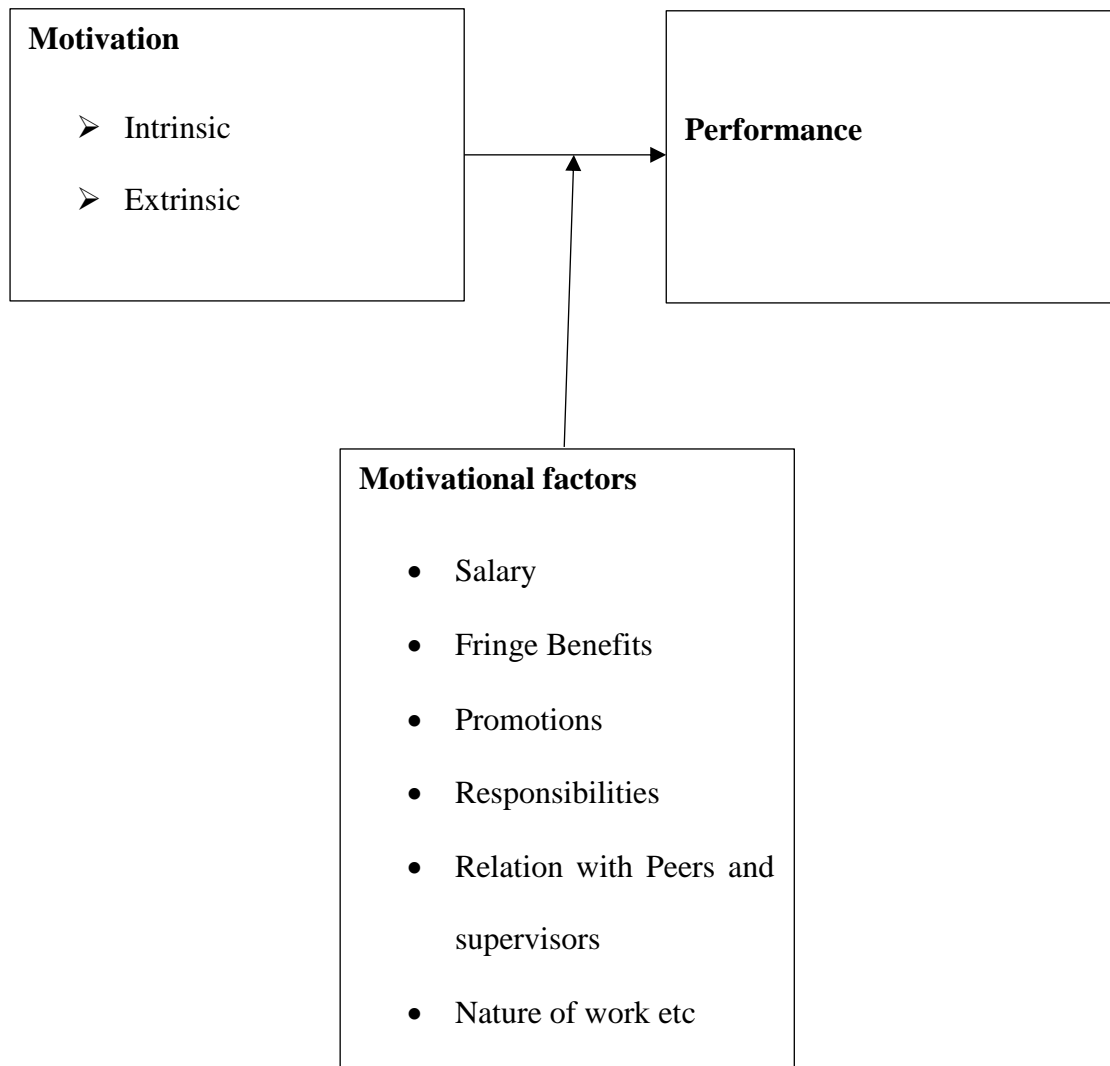
Again, Ackah (2014) found that employee performance is highly influenced by motivation. The study was conducted within firms in the manufacturing industry in Ghana. They found that motivation had positive influence on retention of employees, satisfaction and performance. The study used a sample from various job positions for the survey from five manufacturing industries within the Tema enclave. The researcher recommended that organizations should enhance their motivators as this serves as fulfilment and help boost employees' confidence, moral and etiquette for best performance and firm's improvement. Moreover, Owusu (2012) conducted a field study at GCB Bank Ltd to find out the relationship between motivation and

employee performance. The Kumasi Zone which was purposively selected and a sample of ninety-five (95) responses were obtained. The researcher found out that motivational packages provided by the organization includes both intrinsic and extrinsic forms and respondents reported highly of how it affects them to deliver on their mandate to serve customer's for life as posited by their motto "your bank for life". Also, Mensah (2013) used convenience sampling to obtain data using self-administered questionnaires to staff members of all branches and agency unit of Kakum Rural Bank Limited. The researcher found that motivational packages were important to employees' performance and any attempt to withdraw such packages from employees may have negative consequences on performance.

2.5 Conceptual framework

A conceptual framework is described as a "map" or guide that holds together or relates variables of interest of a researcher in the research process (Sinclair, 2007). For the empirical examination of motivation and firm performance, a conceptual framework was developed based on the literature reviewed on the variables in Figure 1. From the figure, it was predicted that the motivational variables (intrinsic & extrinsic) have influence on performance. This influence however happens based on the motivational factor(s) such as salary, fringe benefits, promotion, responsibilities, nature of work among others that was presented. The conceptual framework is presented below;

Figure 1. Conceptual framework



Source: Adopted from Cerasoli et al. (2014)

SECTION THREE

METHODOLOGY

3.1 Introduction

To make a valid conclusion from a research, the methodological approach used gives credence to the findings reported. This section discusses the methodology that was adopted to conduct the study. Sub-themes discussed include the research design, population, sampling technique, sample size, data collection instrument, data source, ethical considerations, and data analysis.

3.2 Research Design

A Qualitative research approach was used to obtain responses from respondents on how employee motivation is linked with organizational performances. The qualitative approach enabled the researcher to learn from their experiences how motivational systems that have been implemented at SSNIT had influenced their performance. An approach within the qualitative to help investigate the research questions was the narrative approach. According to Frey (2018), narrative approach is ideal if the researcher wants to describe the impact of a phenomenon such as a policy or practice on the lives of individuals by collecting and retelling their experiences. This allowed for connection to be drawn within the frame that the motivational systems have been operationalized. Also, this approach allowed for flexible and non-restrictive process in obtaining rich data as argued by Silverman (2016) for qualitative study designs. According to Silverman (2016), the qualitative approach is best suited for researchers who want to find from respondents, their indebt understanding and opinion about a practice.

3.3 Population

Population of a study denote the total number of people within a targeted research setting (Saunders & Lewis, 2012). The study population was drawn from the total number of employees with SSNIT head office in the Greater Accra region. The total population of SSNIT employees located at the headquarters total about 250. This include management, senior and junior staff of the institution. This served as the population for the study. These population reflect the composition, relationship and identities of people who have and can provide accurate information on the study's variables. This enabled the researcher to make meaning conclusions based on the data obtained (Cresswell & Cresswell, 2017).

3.4 Sampling techniques

Two broad concepts in data collection techniques have been postulated. Patten and Newhart (2017) list the two forms as non-probability and probability sampling. For this study, not every member had equal chance of being selected and thus the use of non-probability technique. The type of non-probability techniques that were adopted are the purposive and convenient sampling forms to target those who are subjectively key individuals (Marshall & Rossman, 2014). These sampled respondents provided relevant, rich and thick data. These sources also provided immediacy and snapshots to provide insights into current and prior events on motivation systems and its' relationship with organizational performance. Moreover, the sampling techniques were also chosen so that selection of respondents were based on the researcher's judgment. This ensured that participants of the study have the required knowledge and relevant information (Hair Jr, Wolfinbarger, Money, Samouel, & Page, 2015).

3.5 Sample Size

In field research studies, an important step to ensure that findings can be validly be accepted is the sample size used. According to Cochran (2007), the population of a study is mostly large

such that it is impractical or not feasible to use the whole population. Representative sample size selection becomes crucial step. Therefore, researchers usually select some units or members of the population to be a representation of the entire population. This is known as sampling. Simply, a sample is a subset of the population of a study (Lichtman, 2012).

Qualitative research has been noted to typically use few units as saturation occurs (Fusch & Ness, 2015). Flick (2018) propose a sample size between 15-40 which could include; respondents, documents, interactions which can all be part of the sample frame. This study used 15 respondents drawn from the key actors and units such as human resource department, management as well as staff. The varied sample frame provided holistic information on their perspective on the study objectives. This sample size was also ideal because the intent of qualitative study which is not to make generalization but rather transferability if possible, to similar context (Maxwell & Chmiel, 2014). Similarly, a sample size of fifteen (15) was adequate to gain answers to the research questions since the focus of a qualitative study is more on sample adequacy than sample size (Bowen, 2008).

3.6 Data collection instrument

Research instruments are assessing devices and are intended to collect data on a subject of concern from participants (Creswell, 2009). An interview guide was developed. This was guided by Kallio, Pietilä, Johnson and Kangasniemi, (2016) five step approach in qualitative semi-structured interview guide development to help obtain trustworthiness and rigorous data to draw plausible conclusions. The stages included; meeting the pre-requirement for using a semi-structure interview, retrieving and usage of prior knowledge, formulating preliminary questions for the semi-structured guide, having a pilot test of the questions, then refining and presenting the final version of the semi-structured interview guide. The researcher's supervisor provided expert input (face validity) to make the interview guide reliable and valid to assess

what it intends to measure (Bell, Bryman, & Harley, 2018). The developed guide was the main data collection tool for this study and was complimented by other tools when necessary such as the secondary sources of data. That is, the study used a semi-structured interview guide as its main data collection instrument to collect data from respondents who are employees at Social Security and National Insurance Trust (SSNIT) in the Greater Accra region.

3.7 Sources of data

Data was obtained from varied sources to provide holistic perspectives on the research objectives (Barbour, 2013). Dominant was the use of primary data source obtained from respondents who are deemed to be knowledgeable about the motivational systems at SSNIT. The primary data was acquired through in-depth interviews with employees from the various departments at SSNIT in the Greater Accra region. Secondary data source was obtained from SSNIT bulletins, brochures, reports and company website.

3.8 Ethical Considerations

Research within the qualitative sphere is guided by principles (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014). This study ensured that guidelines in qualitative research approach were followed. Also, research ethics in using human participants in studies were strictly followed. For instance, in recording the interview sessions, respondents were prompted for their informed consent. Voluntary participation where withdrawal within the phase of data collection or after data collection was honoured in the spirit to have ethical research that represent the sampled respondents (Yin, 2014). Issues on confidentiality was also upheld where data obtained were kept under lock and key with data only available to the researcher who have been groomed through reading and class research project on ethical guides according to the APA standards (Iphofen & Tolich, 2018; Shaw, 2010). Beneficence of the study was also considered where issues related to knowledge addition and usefulness of the study to SSNIT

management was achieved by having a presentation to the HR team at SSNIT. The study also achieve beneficence by making the project report available to any other stakeholder who intends to use any part of the study for public good.

3.9 Data Analysis

The study adopted the Thematic Analysis approach, using the six-step technique in analysing qualitative data proposed by Braun and Clarke (2006). Thematic analysis is a common technique in qualitative research (Guest, MacQueen, & Namey, 2011) and was found by the researcher to be appropriate technique to analyze the data obtained from the respondents.

3.10 Reliability and Validity

To ensure data reliability and validity, the respondents were contacted to verify or confirm their views after data transcription. The data collection instrument was face valid as it was approved by the researcher's supervisor who is an expert in research studies. Also, the research followed appropriate research procedures such as the research methodology.

3.11 Profile of SSNIT

Social Security and National Insurance Trust (SSNIT) is one of the earliest schemes promulgated to safeguard employees who goes on retirement. The Trust started in 1972 as a Provident Fund Scheme until a law was passed (PNDC law 247) which transitioned it into Social Insurance Pension Scheme in 1991. To harness all pension schemes including Cap 30 in Ghana, an Act of Parliament, Act 766 of 2008 was implemented. SSNIT as statutory public Trust is charged under the National Pensions Act, 2008 Act 766 to administer the country's Basic National Social Security Scheme. The Trust is now the largest non-bank financial institution in Ghana with the vision of becoming a model in the delivery of social protection schemes within the African region and beyond (SSNIT, 2019). This is achieved through their

mission of providing income security for workers in Ghana by executing creditably their core functions of registering employers and employees, collecting contributions and investing the funds to pay benefits due eligible members. Some core values of the Trust according to the SSNIT (2019) brochures are commitment, innovation, professionalism and leadership.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.0 Introduction

This section presented the analysis of the obtained data from respondents using the structured interviews. Respondents narrated their experiences about the motivational system and its relationship with organizational growth and performance. The responses were themed under the various objectives outlined earlier and the results are presented in four sub-parts; a preliminary analysis, demographic characteristics, main analysis and a summary conclusion.

Thematic analysis was employed for the analysis of the primary data obtained via the interviews. Braun and Clark (2006) explain thematic analysis as a process of identifying themes or patterns within textual data for a research audience. Despite the varied ways of approaching thematic analysis, this study adopted a simple but systematic process. First, the recorded interviews were played back and forth, and the audio was transcribed verbatim. The transcribed interviews were then closely read for the identification of patterns of response. The identified patterns were then categorized into themes and then used as anchors in relation to the research objectives around which the analysis was woven.

4.1 Demographic Characteristics of Respondents

The qualitative primary data for this study was obtained from five management members (Senior Staff) and ten Junior staff of the Social Security and National Insurance Trust (SSNIT). The sample consisted of 6 (40%) males and 9 (60%) females. The respondents' qualifications were predominantly first degree and post-graduate degree with only two (2) respondents with a high school and a diploma certificate. Most respondents (76%) have also worked with SSNIT for more than eight (8) years. This shows that most of the respondents have been with the

organisation for a long time and hence are likely to have an appreciable understanding of the organisation's motivational system. Senior Staff were five (5) and Junior Staff were ten (10). Also, respondents were selected from various units to give a holistic view about the motivational practices implemented at SSNIT. The respondents were from the human resource unit, compliance unit, general administration, operational unit and the account department.

To compliment the results, verbatim responses were presented to back findings. To ensure anonymity and safeguard other ethical considerations, respondents' identities were concealed, and alpha-numeric codes were rather used to replace the names of respondents. As such, senior staff response is coded as SS where the first senior staff interviewed is presented as SS-1, the second as SS-2 and the trend follows. Responses obtained from junior staff were also coded as JS where it is presented as JS-1, JS-2 and JS-3 for the first, second and third staff respondent and so on.

4.2 Motivation Systems Operated at SSNIT

The first objective of this study assessed the system of motivation SSNIT operates. This objective was addressed through interviews with staff and management of the organisation. The study revealed that the organisation had in place a plethora of motivational systems and practices. This were categorized into the intrinsic and extrinsic forms of motivation in line with findings of other researchers where the motivational tools are either sourced, derived and inspired internally or based on rewards and tangibles (Chiang & Jang, 2008; Muogbo, 2013) The interviews revealed the following motivational practices;

4.2.1 Intrinsic Motivational system

It was revealed that SSNIT operate a motivational system that is aimed at ensuring that employees are satisfied internally using intangible rewards. These intrinsic motivators were crucial as they relate to the content of the work itself by ensuring satisfaction, interest and

intrinsic challenge. The motivators included the application of recognition of effort, responsibility, and achievement through promotion. The following highlights some points enumerated by respondents on this theme;

Well, yes, I must say there is a system in SSNIT in that when you are actually on your grade for about 6years, automatically you are upgraded to the next level. And also, motivationally, whenever you actually do anything exceptionally, the Trust recognizes and makes sure you are actually rewarded accordingly [SS-3].

The promotional strategies were confirmed by another respondent who stated that;

Basically, eerm we have it in different forms. One could be promotion from one level to another. That is from a lower level to a higher level... [JS-5]

These intrinsic motivators are important systems where employees of SSNIT are inspired to work harder to achieve the organizational goals.

4.2.2 Extrinsic motivational systems

Another motivational system that was thematized was the extrinsic form. The extrinsic motivation comprises of tangibles such as bonuses paid to employees, salaries and wages, fridge benefits, welfare packages that are handed to employees to make them feel satisfied while performing their job roles. The following are reported quotations of some extrinsic motivators that are provided to employees;

SSNIT as an organization ensures staff satisfaction when it comes to motivating them by making provisions for car loans, mortgage loans, as well as giving staff clothing allowances, giving them transportation allowances, car and fuel maintenance [SS-7].

A junior staff narrated how SSNIT provides its motivation system;

The Trust (SSNIT) motivate through a positive reinforcement process. That is when a response is followed by a reward or other pleasant reward such as good working conditions, payment based on level of qualifications, assurance of better pensions. Workers receives these and makes them work well for the Trust [JS-5].

This incentive provision was also narrated by a respondent who is an HR officer at SSNIT

We have welfare packages that are aimed at motivating staff to stay on the job and work. The kind of welfare packages that exist that act as motivational tools to retain staff or to get them to perform better are classified in three forms; short term loan, medium term and long-term loans. And these packages assist staff to make them comfortable in various areas of their life's like transportation to the office, where to lay their heads in terms of accommodation and other soft loans and study periods that are applied in the short term to enable them to resolve issues quickly when they come by [SS-1].

Also, SSNIT has a bonus scheme that is paid to employees of the organization to boost their morale to work hard throughout the year. The bonus scheme is termed 13th month which is paid to confirmed staff at the end of the year (December) and was highly recommended and welcomed;

We receive bonuses that are paid around the end of the year, December, after having worked hard and achieved our results [JS-2].

These motivators contribute to making the SSNIT a “go to” and employer of choice.

4.3 Implementation of Motivation Systems at SSNIT

Another objective of the study was to examine how the SSNIT system of motivation is implemented. From the responses of employees interviewed, there was overwhelming linkage of the implementation of the motivational system to the Performance Management System

(PMS) that is instituted within the organization. PMS is a systematic approach of assessing employees' performance in relation to the organizational goals, mission and objectives (Ferguson & Reio Jr, 2010). The PMS provides merit-based rating system where employees performances are assessed, reviewed and managed so that appropriate consequences can be applied (Armstrong & Taylor, 2014). Within the selected organization, SSNIT, the performance management system is used to identify who should earn or receive what motivation as described in the following quotations;

Through PMS (Performance Management System) which is conducted annually. But there is also a midyear review of our performances and those ones linked to the notches. Thus, gradual increment in salaries even for those on the same grade [SS-3].

Another respondent alluded to the PMS as the standard metric in motivation system implementation at SSNIT by saying;

Well, the main implementation method SSNIT uses is PMS (Performance management system). This is where targets are set at the beginning of the year based on individual job schedules. And then Midyear you are appraised to see whether you are on course or you are achieving your target and then end of year, you are appraised and then if you qualify for what we call meritorious, in order words salary increment in a small form based on your performance. If you also qualify for bonus, it is noted [JS-3]

A junior staff simply responded to the interview question on the motivation implementation strategy as;

...is through Job performance [JS-9].

Another respondent espoused other peripheral implementation practices of motivation to recommendation from the general public in addition to the job performance system;

Employees are given assessment after you have fulfilled your targets. Then based on that, then your performance will be determined to find out if you met your targets. Not only existing in SSNIT, other stakeholders help in the implementation process. The public sometimes commend, write a letter to the Trust to commend workers who perform exceptionally well and are noted for rewards [JS-10].

A senior staff also provided insight to some other peripheral implementation practices of motivation to the time bound that an employee has been with the organization before he or she qualifies for some of the motivators and/or incentives;

The implementation is mostly time bound. For fuel allocation and vehicle loans, you need to have served the trust for five years to qualify for that facility. For mortgage loan, you need to have served the trust for 10years and over to qualify for that facility [SS-5].

The above are implementation cycles and plan that SSNIT operates with. The foundation is based on the performance management score an employee obtains after the assessment by supervisors and other strategies such as recommendation from the public. Also, length of service with the organization further dictate the motivation allocation practices.

4.3.1 Motivation and Performance at SSNIT

The study also sought to assess if the system of motivation practiced at SSNIT translate into employee and organizational performance. From the interviews, the respondents said in unison that the motivators provided to employees have effect on their performance and consequently the organization as a whole. Respondents narrated how some motivational tools such as welfare packages, accommodation, bonuses, promotion, responsibility has translated into higher performance at the individual, team and the organization levels. The following are some illustrations of these beneficial relationships.

4.3.2 Employee performance

Motivation has been reported to influence individual employee's performance and was also deduced from the current study. Respondents alluded that, the motivation practices within SSNIT makes them work harder and exceed targets because of the rewarding policy in place. Increase in motivational tools influenced employees positively. The following quotations were posited by respondents;

...all other fringe benefits go a long way to motivate us to do exceptionally better than what we are actually doing now. Motivation and performance go hand in hand, two side of a coin [JS-2].

This assertion was reinforced by another respondents

...yes, all these incentives have positive effect on staff performance. Because when staff are satisfied, they are able to give off their best at work. When their[employees] needs are being met, they are able to give off their best at work because the organization have made provision for their basic needs. It ensures they exceed their targets by boosting morale of employees [SS-1].

4.3.3 Organizational growth

Respondents argued that the motivational practices within the organization has a direct connection with the organizational growth of the firm. The firm continually enrol more individuals and firms unto its system where they raise higher pension funds for investment and meet their mandatory requirement under the laws that established the Trust (National Pension Act, 2008). Kpessa (2010) reported that since 1991 when the scheme was introduced, the number of active individuals had been significantly high from 647,712 to 1,211,620 contributors as at 2006 representing 87.06% through to current times in 2019. This translate to

large volumes of recorded contributions obtained by SSNIT to carry out its strategic plans. Respondent alluded that upon the various strategies employed by management to ensure this growth is the motivational system in place. This is highlighted in the following quotations;

There is a direct relationship and beneficial relationship in that if employees are not motivated enough, they cannot actually deliver the organizational goal [SS-2].

When employees are certainly motivated through any form of motivation, they earn up actually working hard, going the extra mile to achieve the organizational goal and also the organization earns up growing. Like any other organization, we work hard as motivation takes on different forms and management deliver. The motivations here end up in making SSNIT grow [SS-4]

This motivation practices through reward that are given to the offices causes them to go the extra mile to expand coverage for the Trust, get more contributions coming in to SSNIT where in the long run the financial base of the organization get increased, making room for more funds for investment which in the long run affect the positive growth of SSNIT [JS-8]

From the above sub-themes on the linkage between motivation and performance, it could be observed that there is a positive relation between increase in motivational tools for employees and the conducive atmosphere for higher productivity at both the individual and at the firm level. This finding is in line with other researchers who found similar relationship (Cerasoli et al., 2014; Kuppuswamy et al., 2017; Kuranchie-Mensah & Amponsah, 2016).

4.4 Challenges with the implementation of motivational system at SSNIT

The researcher also wanted to find out some challenges that have been found with the current motivational system being implement at SSNIT to ensure that employees offer their best

towards making SSNIT effective. The challenges identified are categorized into three facets; resource constraints, poor performance review and unfair promotion strategy.

4.4.1 Resource Constraint

Financial resource is one of the main tools for promoting motivation in workplaces. Interestingly, it is also one of the main sources of problems faced by organizations in implementing and practicalizing the ideal which is mostly inscribed in the organizational strategy and human resource empowerment. The money to implement the reward schemes are not always available to meet the requirement of those who qualifies for such motivation. This was aptly expressed by one senior staff respondent who indicated that:

Yeerm, though the organization is willing to motivate employees, however there are financial constraint that hinders motivation of employees [SS-1].

This was observed by a respondent about the organization who said this in relation to challenges confronting the motivation process;

Budgetary constraints in the sense that despite the fact that a number of people may qualify for a facility in the system, the implementation is done for only the numbers that the budget could take in a particular year. Hence you could have a backlog of others who have qualified but then due to budgetary constraints cannot be satisfied in a particular year and have to be rolled over to the next year [SS-3].

4.4.2 Poor performance review

Respondents reported how the performance management system which is the benchmark that underlines most of the motivation practices such as reward, promotion and other incentives is been manipulated such that its utility is affected.

A staff member remarked that:

For now, the challenges are that obviously your manager is the last person to actually recommend you for any reward. So if you are not in good terms with your manager, probably, you may not be recommended, so motivationally we know that some people are rewarded and are motivated to work even though they are not the people that we on the ground know that they have to be rewarded for [JS-4]

The point on manager/supervisor performing the assessment only was buttressed by another respondent who quipped that:

Sometimes, when you look at the assessment portfolios, I think more must be done. Because you realize that sometimes when these best performances are published, people are not convinced, people begin to complain that this person is in the good books of his manager, good books of his supervisor. This sometimes generate so much pain, grievances in the heart of employees. Favouritism is a cause of some of the bad assessment portfolios [JS-1].

4.4.3 Unfair Promotion and Succession strategy

There were other staff members who felt that promotional and succession plan within the organisation is simply poor and this defeats the drive to intrinsically motivate employees to work enthusiastically. This emanate from the nepotism and political infiltration that circumvent the succession process. This was echoed by respondents and their views are captured below;

We really don't have a clear-cut succession plan in promotion such that when this man goes on retirement, I should be the next to take over. This is actually a problem in SSNIT where people are brought from junior ranks to be heads of department over others who have more experience, who have all the qualifications. Hence is really an

issue...promotion run through different levels, be it political, cronyism, family and all that, so somebody can just be brought from somewhere and then he will end up being your boss [JS-3].

This was equally stated by another respondent;

It is sometimes the influence of people, most particularly at the top level. That is through nepotism and favouritism where others greatly benefit to the expense of the mass employees who work hard for such positions [JS-6].

Also, the unclear succession and promotional plan within the organisation was confirmed by another respondent who stated that:

One challenge is the fact that there is no structured succession plan in the system hence some staff get demotivated by the way progression in the system is done. Some staff do not see their way clear as to how the career path they want to follow in the organization and where it will lead them [SS-3]

The responses provided here show that some staff feel these challenges affect the flow of motivation systems within the organisation. This notion is a major problem because when employees feel austerity in budget allocation for staff motivation, poor performance review and poor succession and promotion plan, it will affect morale in delivery beyond and above employees target for enhanced performance of the Trust.

4.5 Conclusion

The section provided a vivid description of the motivational practices that exist at SSNIT, the strategies used in implementing motivation and the challenges that fraught the motivational process. The analysed narrative using thematic analysis approach provided a systematic enumeration of prepositions in line with the stated research objectives and questions.

SECTION FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides a summary of findings from the research conducted. It draws conclusion based on the findings presented, conclude and finally makes recommendations in relation to the objectives, research purpose and research findings obtained. The recommendations were categorized into practical recommendation to management and other stakeholders of SSNIT and recommendation for future studies on identified gaps that can to be investigated to make a business case for higher motivation tools within SSNIT and other corporate institutions.

5.2 Summary

The main aim of the study was to examine motivation and its relationship with performance at a large public institution, Social Security and National Insurance Trust (SSNIT). The research findings from the qualitative research revealed the following;

The first objective was to assess the system of motivation SSNIT operates. The findings indicated that SSNIT has both intrinsic and extrinsic forms of motivation that is being practiced to enhance employees quality of work life for higher performance in the organization. These varied motivation forms make the organization attractive to new, incumbent and prospective applicants who sort for employment with the SSNIT.

The second objective of the study was to examine how SSNIT system of motivation is implemented. The findings from the study revealed that the organization utilizes predominantly the Performance Management System (PMS) to assess employees and motivational rewards are offered based on such scores.

The third research objective was to assess if the system of motivation practiced at SSNIT translate into employee and organizational performance. The findings from the study showed the overwhelming majority opinionizing that motivation have a positive significant relationship with performance.

The final objective was to examine some challenges with the current motivational system being implement at SSNIT. The challenges identified were resource constraints, poor performance review and unfair promotion strategy.

5.3 Conclusion

Employee motivation is an important practice that has received greater attention over the years with theories and empirical researches. The current study aimed to examine if there is a business case in motivational practices and its relationship with performance within the Social Security and National Insurance Trust (SSNIT). The outcome of the study revealed that, SSNIT adopts various motivational strategies for her employees after a performance management system has been administered and reviewed. The beneficial relationship between motivation and performance was highlighted in the study despite some challenges SSNIT faces in implementing such motivational practices. The revelation shows that motivation is a potent tool that SSNIT should continually implement and enhance the existing motivational tools to ensure greater satisfaction and effective performance of the organization as a whole.

5.4 Recommendations

The following highlights some recommendations that should be taken into account by SSNIT management and researchers in academia on motivation and performance.

The findings from the study can be used by management of SSNIT as it informs some key strategies that ensure effective performance from employees. In fact, organizations are looking

for ways to ensure productivity and this study confirms that motivation is still relevant in developing strategies to ensure higher performance. Therefore, the organization should be looking at other approaches where other forms of incentives can be added on to the existing once to boost employees' performances.

Also, from the study, management should note the motivation item in the organization's budget line as critical condition that will really boost the morale of staff to deliver in the achievement of the organizational goals. There should be attempt by management to increase the share of the organization's budget on motivation as these additional incentives to conditions employees enjoy are important to ensure employee satisfaction and reduce disgruntle and morale if they are removed or reduced.

Moreover, SSNIT management should consider their performance review system so that it is not skewed as reported by respondents. The current assessment is done by managers and supervisors only which makes the scoring relatively subjective and open to bias. To mitigate that, the researcher recommends that SSNIT adopt the 360-performance review system. This gives room for both supervisors, employees and colleagues to score each other. The scores are then computed to obtain an average performance measure from these different assessors. This will ensure that the results emanating and the consequence thereof to be offered such as rewards or recognition will be accepted by all and sundry within the unit, department or the Trust as a whole.

5.4.1 Future Research.

First, the study focused on only one organization, (SSNIT). To provide a more robust data to make a case for increased consideration by management of various organization on motivational strategies, further research should consider using more than one organization and using large sample respondents to ensure external validity of findings.

Also, future research can consider longitudinal research where they assess employees over a period as organizations implement various motivational tools so that its effect can be observed over a relative long period. This will deepen our understanding of the long-term effect of motivation within our Ghanaian corporate context.

Furthermore, future studies can consider studying predictors of organizational performance by considering other variables that has been reported in other studies to contribute to the variance in performance. Other variables that can be considered in addition to motivation includes organizational leadership, engagement in organizational citizenship behaviours, effective customer service, training and development programmes among others. This will unearth the significant factor among these found variables predicting performance so that greater attention is given to such identified factors for higher performance of businesses in Ghana.

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APPENDIX

Motivation and Performance Interview guide

UNIVERSITY OF GHANA BUSINESS SCHOOL

Ethical guide,

This research interview is to examine Motivation relation with performance within an organization. Your participation in this research is entirely voluntary and any information that you provide will be kept confidential and used for academic purposes only. The interview takes about 15 minutes. Thank you for your response.

Interview guide questions.

1. Please introduce yourself. Thus, first name, working experience, job position and educational level.
2. Can you describe the motivational process as it exists in this organization, SSNIT?
3. How does SSNIT implement its motivation system for employees?
4. How does increase in motivational tools affect employees in the organization?
5. Does employee motivation such as pay, good working conditions, fringe benefits have any effect on organizational performance? How?
6. Is there any significant relationship between employee motivation and organizational growth at SSNIT? How?
7. What are some of the challenges associated with the implementation of motivational systems in this organization, SSNIT?