

**UNIVERSITY OF GHANA BUSINESS SCHOOL (UGBS)**

**THE EFFECTS OF MOTIVATION ON EMPLOYEE MORALE AT MASS  
TELECOM INNOVATION (MTI) GHANA LIMITED**

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF  
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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 for any academic award in this or any other university. All references used in the work has been fully acknowledged. I bear sole responsibility for any shortcomings.

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**CERTIFICATION**

I hereby certify that this project work was supervised in accordance with procedures laid down by the university.

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**DATE**

**(SUPERVISOR)**

## **DEDICATION**

This project work is dedicated to the Omnipotent Father to whom I owe my success. Also, this goes to my parents, Mr. James N. Churcher and Madam Grace Otoo, my brother Dr. Emmanuel N. Churcher and my sister Theresa N. Churcher not forgetting my nephews Godfred, Derrick and Dennis Odame Larbi. I am eternally grateful to God for your lives.

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## **ABSTRACT**

Organizations are employing various strategies to increase the motivation and morale levels of their human capital at their disposal to enhance their work experience. This study assessed the effects of motivation on employee morale at Mass Telecom Innovation (MTI) Ghana limited, a technology infrastructure management firm in Ghana. The study specifically examined the levels of employee morale in the company, the factors that influence employee morale and the relationship between motivation and employee morale. A descriptive survey design was adopted, and convenience sampling was used to select forty-six (46) employees of MTI Ghana to participate in the study. Data was obtained using structured questionnaires designed by the researcher. Data obtained was subjected to both descriptive and inferential analysis using the Statistical Package for Social Scientists (SPSS) version 24. It was found out that the general level of employee morale in the company is moderate or fair. The moderate level of morale at MTI Ghana is the result of a mix of organisational and personal factors. Specifically, workers' relationship with other employees, management's leadership style and the work environment were perceived as the organisational factors that influenced motivation significantly. The most popular motivation strategies used in the organisation include salary enhancement, fringe benefits and promotions. Whilst all the various motivation strategies used in the organisation influence employee morale to a certain extent. Training and development were realized to be the motivation factor that influences employee morale most. A correlation analysis of findings revealed that the relationship between motivation and employee morale was not statistically significant. The study concludes that the moderate level of morale shows that there is a sense of identification and camaraderie in the organisation but this feeling is not as strong as one would expect.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Human resource is the most valuable asset of any organization. An employee is a rare resource, immutable, non-substitutable and valuable (Barrick, Stewart, & Piotrowski, 2005). The human resources of an organisation are also a source of competitive advantage and should be utilized to the maximum extent possible in order to achieve individual and organizational goals (Kreitner, 2005). For this to happen, there should be creation and support of organisational culture that ensures employee motivation and high morale at the workplace (Itika, 2011).

Motivation is a management process, which encourages people to work better for the overall benefit of the organization by providing them motives, which are based on their unfulfilled needs (Kreitner, 2005). It may also be described as the psychological process that gives behaviour purpose and direction or a predisposition to behave in a purposive manner to achieve specific, unmet needs (Chowdhury, Alam, & Ahmed, 2014). Thus, it is legitimate to suggest that an organization needs to motivate its employees in order to accomplish its stated goals and objectives.

Besides motivation, attitudes, feelings and emotions of employees play a vital role in determining their performance and behaviour. These, in turn, determine the success and growth of the organization. It is for this reason that human resource experts as well as line managers are keen on issues of motivation and morale at the workplace (Itika, 2011).

McKnight, Ahmad and Schroede (2001) define morale as, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned them. Employee morale may be secured through various techniques. Some are ritualized including organisational songs, slogans, attire and informal gatherings such as cocktail parties. Employee morale is further heightened when employees feel involved in the affairs of the organisation (Kim, Lee, Lee, & Kim, 2010). This can be achieved through motivation, encouragement, recognition of individual as well as group efforts in accomplishing tasks, and by instituting appropriate award systems (Barrick et al., 2005; Kreitner, 2005).

Morale is psychological to a certain extent. This is because it has to do with the state of mind and emotions affecting willingness to work which in turn affects individual and organisational objectives. Accordingly, morale is a mental condition or attitude of individuals and groups which determine their willingness to cooperate (Paek, Schuckert, & Kim, 2015). There is another dimension to workplace morale, this is the social dimension. In this light, morale is present when there is a sense of identification with and interest in the elements of one's job, working conditions, fellow employees, supervisor, employer and the company (Barrick et al., 2005).

Motivation and employee morale are intimately connected. Good motivation leads to high morale, and weak motivation manifests in low morale (Singh, 2018). However, Sharma (1997) observes that, there are also differences between morale and motivation, particularly in scope. Morale is a group phenomenon, but motivation is an individual's willingness to work. Also, morale is concerned with sentiments whilst motivation focuses on mobilization of energy or willingness to get the work done (Sharma, 1997).

The personal and cultural differences between employees in different organization means that there is no best way to shore up motivation and moral (Roberts & Treasure, 2018). What motivates some employees to perform very well and be in high morale may be discouraging to other employees, therefore motivation and its consequential effects pose a big challenge to present day managers. This study assesses how motivation affects employee morale at Mass Telecom Innovation (MTI).

## **1.2 Study Organisation**

MTI Ghana Limited was established in Ghana in June 2009 as an Information Communication and Technology (ICT) company with the full support and experiences of many years of offering excellent business partnership and broad spectrum of world-class telecommunication products and services. MTI Ghana is a diversified project development group offering high-performance infrastructures that assist service providers, enterprises and private sector organizations to create value and accelerate business success within the new changing Africa and global marketplace.

The company has grown steadily by building capacities harnessing local expertise, international skills and key partnerships aimed at delivery of world class infrastructure solutions. MTI has strong brand value leveraging on competent and professional hands with vast experience in infrastructure deployment whilst maintaining good relationship with clients. Currently MTI is building and maintaining towers for MTN through ATC Ghana Limited.

### **1.3 Problem Statement**

The success and effectiveness of any organisation depends to a large extent, on how well employees are motivated and the morale in the company (Paek et al., 2015). Meanwhile, the factors that motivate employees differ because employees are diverse. Also, motivation only is not enough to put employees in the right state to get the work done (Barrick et al., 2005). Nevertheless, organisational managers and human resource experts are greatly interested in understanding the antecedents of employee morale and motivation given their contribution to organisational growth and progress through increased productivity (Roberts & Treasure, 2018).

The factors that cause motivation and consequently the effects of motivation have engaged the attention of researchers for some time now. Kreitner (2005) suggests using financial compensation to drive motivation and job performance. Other researchers (Meyer & Turner, 2002; Webb, 2007) also suggested that, motivational schemes such as creating organizational conditions that match need satisfaction with on-task efforts may enhance performance. There are other effects associated with motivation such as reduction in employee turnover and improvement in job satisfaction (Heathfield, 2017; Vasantham, 2014).

Shaban, Al-Zubi, Ali and Alqotaish (2017) report that, high morale generally leads to high productivity; but there is not always a positive correlation between the two. Meanwhile, low productivity and loss of competitiveness are outcomes of low morale and low motivation and may sometimes lead to further undesired outcomes such as absenteeism and sabotage (Chowdhury et al., 2014). Shaban et al. (2017) further opined that the relationship between motivation and employee morale has not been studied extensively although the outcomes of motivation are far reaching and motivation may influence morale

Motivation is inferred from a systematic analysis of how personal, task and environmental characteristics influence behaviour and job performance (Webb, 2007). Also, motivation is not a fixed trait, but rather a dynamic internal state resulting from the influence of personal and situational factors (Meyer & Turner, 2002). As such, motivation may change with changes in personal, social or other factors. It suffices that the nature of the effects of motivation on employee morale is clandestine and the influence motivation has on attitudes of individuals and their level of morale is not easily predictable (Webb, 2007).

Meanwhile, morale is multi-dimensional in nature, as it is a complex mixture of several elements. The role of human needs as motivational forces also mediates the influence of motivation on employee morale (Karthik, 2015). Therefore, motivation may have differential effects. In the light of this, the study investigates the effects of motivation on employee morale at Mass Telecom Innovation (MTI) with the purpose of exploring the factors that motivate employees and how motivation affects employee morale in the company.

#### **1.4 Objectives of the study**

The general objective of the study is to investigate how motivation affects employee morale at MTI Ghana Limited. Specifically, the study seeks to;

- i. Ascertain the level of employee morale at MTI Ghana Limited.
- ii. Examine the main factors that influence employee morale at MTI Ghana Limited.
- iii. Examine the relationship between existing motivation strategies and employee morale at MTI Ghana Limited.

### **1.5 Research Questions**

The research questions of the study are as follows;

- i. What is the level of employee morale at MTI Ghana Limited?
- ii. What are the main factors that influence employees at MTI Ghana Limited?
- iii. What is the relationship between existing motivation strategies and employee morale at MTI Ghana Limited?

### **1.6 Significance of the Study**

Successful enterprise stands on sound management which gets effective results through the people, this investigation of the impact of the motivation on employee moral will bring to light effective managerial practices that can improve workplace motivation and employee morale. Also, by focusing on morale and motivation, the outcomes of the study would offer a retrospective perspective on the level of social cohesion and commitment among employees. This is essential because the involvement and importance of the human element is being increasingly realized as an immutable competitive advantage.

In addition, the outcomes of the study would shed more light on the sources of morale and how motivation impacts employee morale. This would enable human resource managers to design and implement effective motivation strategies that can improve employee morale. Knowledge of the levels of employee motivation and moral is also beneficial for improving organisational productivity and effectiveness. This is because high employee morale and effective motivation directly benefits the organization through innovation and heightened commitment. Lastly, the outcomes of the study would also add to literature and could be the basis for further research.

### **1.7 Scope of the study**

This study focuses on the effects of motivation on employee morale. It is concerned with only the influence of motivation on employee morale although several other factors may influence employee morale. Similarly, the study is situated within the context of MTI and extrapolation to other organizations may not be plausible.

### **1.8 Definition of Key Terms**

*Motivation:* This refers to a psychological process that gives behaviour a predisposition to behave in a purposive manner to achieve specific unmet needs (Heathfield, 2017).

*Morale:* It is a mental condition or attitude of individuals and groups which determine their willingness to cooperate (Vasantham, 2014).

### **1.9 Organisation of the Study**

This study is organized into five interrelated chapters. The first chapter is the introduction which provides a general background to the study, it includes the statement of problem, research questions, objectives and scope of the study. The literature review is the second chapter which entails a review of both empirical and theoretical literature, guided by the scope and objectives of the study. Chapter three offers details of the methodology adopted for the study, the chapter captures information on the research design, sampling strategy, data collection and data analysis techniques and ethical consideration.

The fourth chapter of the study presents findings of the study. The chapter involved the presentation and discussion of results obtained on the field. The analysis was presented in a manner that directly addresses the research questions. Chapter five, the final chapter contains a summary of all major findings, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This Chapter presents a review of extant literature on the topic. The chapter covers themes including but not limited to employee morale, sources of employee morale, employee motivation, impact of motivation on employee morale and strategies for improving employee morale amongst others.

#### **2.1 Definition of Concepts**

##### **2.1.1 Employee Motivation**

On the whole, many factors contribute to how an organization performs which includes the environment, capital and the human resources at the organization's disposal. The Human Resource which includes employees is critical to the make-up of the organization. According to Obiekwe (2016) motivation is a management process that seeks to encourage people to work well towards the overall benefit of the organization by providing them motives, which are based on their unfulfilled needs. In terms of why managers need to motivate employees, Schunk, Pintrich and Meece (2008) answers it aptly by stating that, it is for the survival of the company. Employee motivation can also be defined as employees' intrinsic enthusiasm and drive to accomplish activities related to work (Heathfield, 2017). By this definition, employee motivation is an inner drive that implores employees to act to actualize goals.

Juhasova (2014) presents that, employees' motivation is understood well as soon as the work attitude is understood. In an attempt to study the feelings of people towards their jobs, Juhasova

(2014) puts together three questions to be answered which included; how can one specify the attitude of any individual toward his or her job; what causes these qualities and what are the consequences of these attitudes.

Drawing from this, the importance of work attitudes according to Juhasova (2014) was the foundation for a dual-factor theory where Herzberg differentiated between two (2) distinct types of factors. The first set of factors that he called *motivators* was actually caused by happy feelings and an attitude that is good within a worker and is task related. According to Juhasova (2014), the other group divided by Herzberg was *hygiene factors*, which he considered as extra-job factors which basically consisted of unhappy feelings and bad attitude to work but is not related to the job itself but rather the surroundings which had an influence of doing that specific job. The Hygiene factors included; salary; company policy and administration, interpersonal relations with supervisors and employees, working conditions, job Security among others.

### **2.1.2 Employee morale**

Employee Morale plays a central role in every organization's success. It is therefore important to give it the needed attention in order to reap the benefits thereof. Vasantham (2014) opines that in any organization where the employees possess high morale, then their attitude to continuously be part of the organization will increase; otherwise they would be willing to leave. This underscores the huge importance of employee morale in every organization.

Morale as a term has been used extensively by people when it comes to employees (Ritz, 2009). Generally, Morale refers one's confidence, urge, enthusiasm and willingness to get a task done (Heathfield, 2017). Karthik (2009) establishes that, Morale refers to *esprit de corps*, a French expression which literally translates into a feeling of pride and mutual loyalty by members of a

group. He specifically avers that Morale means a feeling of enthusiasm, zeal, confidence that is realized in individuals or groups indicative of the fact that, they have the ability and capacity to cope with the tasks assigned to them.

Morale of an employee is very crucial in every organization as it shows in large amounts the person's attitude to work and even that of the environment the individual works in and the Employer the individual works for. Rao and Narayana (2005) assert that, almost all social scientists have agreed unanimously to the importance of morale because it is a hallmark of sound behavioural Climate at the workplace. This assertion cannot be overemphasized, as morale can be appreciated as a fundamental psychological and multi-dimensional concept which possesses a host of many implications for an organization, its operations and the progress it seeks to chalk (Karthik, 2009). Morale could also be viewed as one individual's attitude in any group endeavor he/she finds him/herself (Vasantham, 2014).

Morale can also be described as the total satisfaction that a person derives from his job, the prevailing atmosphere and the factors that generally appeal to his individual propensities. In effect, morale goes beyond just an enthusiasm, as it must correlate with the satisfaction one enjoys from his/her job, considering the atmosphere and its operations (Karthik, 2009). Consequently, morale summarizes attitudes and the feelings of others which constitute a reservoir of physical and mental strength. This includes factors like self-confidence, optimism and a positive mental attitude (Vasantham, 2014). From a mental strength perspective, Bowles and Cooper (2009) also described morale as a state of an individual's psychological wellbeing

which stems from a sense of confidence, coupled with usefulness and purpose. This definition particularly underscores how morale has a trickling down effect of one's mental fortitude to be able to translate it into affairs of the organization.

Britt and Dickinson (2006) emphasized the definition of morale as that of a level of motivation and enthusiasm from any service member towards achieving the mission success of an organization. This explanation by Britt and Dickinson (2006) indicates that, morale is more of a motivational construct other than an affective state. Peterson (2008) also opines that, morale is all encompassing as it involves "a cognitive, emotional and motivational stance toward the goals and tasks of a group. It subsumes confidence, optimism, enthusiasm, and loyalty as well as a sense of common purpose" (p. 21).

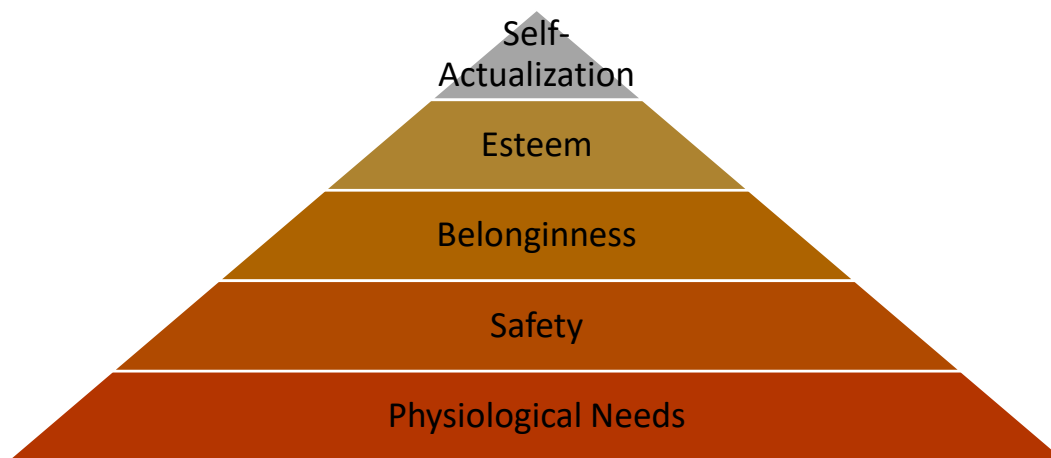
Peterson (2008) explains further that, morale recognizes the influence that a job situation can have on an individual's attitudes and shows how human beings view motivation as a need. Karthik (2009) insists that morale is a group concept and that it contains five components or dimensions which include; a feeling of togetherness, that is, belonging to a group and not feeling isolated; A Clear goal with a target of production set before them; an observed or perceived progress which will lead to the attainment of the goals; each member in the group must feel that, he/she has a meaningful task to perform and that of; a supportive or stimulating leadership. The aforesaid components help in getting the best out of an employee whose morale at work has been boosted.

## 2.2 Theoretical Review

Buchanan and Huczynski (2004) assert that morale interacts with specific content theories of motivation which includes the needs theories like Maslow (1970) which emerged in a likewise manner as morale (cited in Hardy, 2009).

### 2.2.1 Maslow's theory of needs (1943)

Maslow's Hierarchy of Needs is a model that represents human needs in a pyramid fashion. It is used in fields such as in psychology, sociology as well as business and other disciplines as it underpins an understanding of what motivates people (Saijanen, 2017). The pyramid consists of five needs, and according to Maslow's theory, one only feels needs above once the bottom ones have been attained. The needs and the order in which they appear is seen in Figure 1.0 below;



**Figure 1.0** *Maslow's Needs Hierarchy (Jerome, 2013).*

Based on the explanation offered in careful appreciation of Maslow's theory, human behaviour is such that, the strongest source of motivation is the lower-level need at the bottom of the pyramid and once it is satisfied, there is an innate motivation to move on to the next level (Saijanen, 2017). However, self-actualization has an exception as its need continues to develop even after it has been fulfilled and as such it is also described as a growth need. McShane & Glinow (2016)

profess that Maslow identified two extra needs in addition, which is, the need to know and the need for beauty; however, they don't fit the original hierarchy.

The first need under the hierarchy is physiological needs which refer to basic biological needs that human beings require to survive, which includes oxygen, food, water, warmth, clothing, shelter. Safety is next in the pyramid which is pursued after one has fulfilled the physiological needs and is the most important need to people at this stage. By Safety, it implies that the person's surrounding is not threatening to him/her and that of his/her family members. In fact, security could also refer to financial security in order to avoid financial insecurity in the near future.

The third level is known as Belongingness, also referred to as affiliation which is the need to feel a sense of belonging or to be loved. This need becomes the most important motivator after physiological and Safety needs have been achieved (Jerome, 2013). The need for Self Esteem becomes paramount after the first three levels have been accomplished. This level encompasses both self-esteem and the one acquired from others, that is, you must have feelings of self-worth and the need for respect from others.

The last and final stage of the need hierarchy is self-actualization. Burton (2012) describes this level as a stage where all previous needs have been met. Also, at this level, one's talents are being completely utilized. However, Maslow states that, no one is ever completely self-actualized.

The two key points from Maslow's Theory of needs, according to Skripak (2016) is that,

1. Not all Employees are driven by the same needs. As it will depend on which level of the need they are and this will ultimately affect their morale towards work.
2. The needs that motivate individuals can change over time. In this regard, Managers should be able to acknowledge which needs different employees are trying to satisfy and structure rewards and other kinds of recognition consequently.

### **2.2.2 X and Y theory**

Gannon and Boguszak (2013) establish that, in 1957, Douglas McGregor first proposed the concept of Theory X and Theory Y in "The Human Side of Enterprise". Hanson (2003) asserts that Theory X assumes that workers are indolent and work as little as possible. The theory further establishes that workers lack ambition, dislike responsibility and also prefer to be led. Subsequently, the theory holds that, workers resist change and are indifferent to the needs of the organization they find themselves. In this regard, Hanson (2003) expresses that, based on the reasons mentioned above; workers must be controlled, coerced or even threatened with punishment in order to achieve the set goals of the organization. Robbins (2000) buttresses Hanson's views stating that Theory X is negative in assessment. In this regard, some managers with Theory X perspective will treat workers in likewise manner.

Theory Y on the other hand assumes that the human being is naturally not passive or resistant to organizational needs (Hanson, 2003). This theory is fundamentally positive in perspective. It further provides more elaboration, indicating that, workers have the capacity to assume responsibility and direct behaviour with the aim of achieving set forth organizational goals and

those workers also boast of personal growth. In this regard, Theory Y dictates that workers will direct and control their actions once they are committed to the objective of the organization.

Consequently, as Rue and Byars (2003) emphasize, the attitude of a manager towards human nature has a large influence on how the person will carry out his/her duties as a manager mindful of X and Y theory.

### **2.2.3 Herzberg's Two-Factor Theory**

Herzberg's theory is specifically suited for explaining the motivation of employees. This theory is somehow related to Maslow's theory of needs but not quite. Herzberg identified two elements of motivation; hygiene and motivators. This is also referred to as the two-factor theory of motivation.

Herzberg, Mausner and Snyderman's (1959) two-factor theory is heavily based on need fulfilment because of their interest in how best to satisfy workers. They carried out several studies into the relationship between job satisfaction and productivity, leading to the development of the two-factor theory of motivation. These writers identified a number of factors and classified them into motivators/satisfiers' and 'hygiene factors'/dissatisfiers.'

#### **i. Motivators**

Motivators, according to Herzberg et al. (1959), are those factors that drive people to work to achieve goals. They are related to the content of the job itself rather than its context and are believed to encourage the growth and the development needs of employees. Motivators include achievement, recognition for achievement, the work itself, responsibility, advancement (promotion) and the possibility of personal growth (Shanks, 2010). Examples of motivators include;

**Achievement:** Reaching or exceeding task objectives is particularly important because the onwards and upwards urge to achieve is a basic human drive. This is one of the most powerful motivators and a great source of satisfaction.

**Recognition:** The acknowledgement of achievements by others is motivational because it helps to enhance self-esteem. Staff may see recognition as a reward in itself.

**Job interest:** A job that provides satisfaction for individuals and groups will be a greater motivational force than a job that does not sustain interest. Match responsibilities to individuals' interest.

**Responsibility:** The power to exercise authority and power may demand leadership skills, risk-taking, decision-making, and self-direction, all of which raise self-esteem and are strong motivators.

**Advancement:** Promotion, progress and rising rewards for achievement are important here. Possibly the main motivator, however, is the feeling that advancement is possible.

## ii. Hygiene Factors

Hygiene factors refer to basic needs at work which, in themselves, do not motivate, but their absence causes significant dissatisfaction. Hygiene factors are lower level motivators and they are related to the context/environment of the job and include parking space, holiday entitlement, office space, fringe benefits. According to Herzberg et al. (1959), when these factors are present in the work context, the employee will not necessarily be either satisfied or motivated – he/she will simply not be satisfied. If these factors are absent, the employee will be dissatisfied. Herzberg et al. (1959) further noted that when hygiene motivational factors are present in the work situation, they result in strong satisfaction and good job performance (Shanks, 2010).

Maslow's theory of needs and Herzberg's Two-Factor theory are relevant to the study because they both highlight aspects of work motivation and seek to explain how motivation affects human actions. More importantly, the theories are both related not only because they are motivation theories, but they focus on different derivatives and variants of motivation. Maslow's theory of motivation and Herzberg's Two-Factor theory depict how human action is driven by different factors and are hence useful in explaining how motivation affects work performance.

#### **2.2.4 Social Exchange Theory**

The social exchange theory is another very important theory that can be applied to this study. The social exchange theory was propounded in 1958 by George C. Homans, an American sociologist. The earliest postulation of the theory appeared in a publication by Homans titled "Social Behaviour as Exchange" (Perugini & Gallucci 2001).

However, the subsequent development of social exchange theory has benefited from the contribution of other scholars, notably Peter M. Blau and Richard M. Emerson (Molm, 2000). The social action theory although popular in sociology is also traceable to psychology, economics and management. This theory also leans towards rational choice theory as both theories share some common assumptions (Molm, 2000; Perugini & Gallucci 2001).

At its core, social exchange theory explains social change and stability as a procedure of negotiated exchanges between individuals or parties. The theory dwells on the sociological and social psychological perspectives to rationalise social transaction. One of the fundamental propositions of the social action theory is that human beings create relationships through the use

of a subjective cost-benefit analysis of situations and by comparing alternative courses of action (Moore, 2004).

In a multidisciplinary review of the evolution of social exchange theory, Cropanzano and Mitchell (2005) contend that the social exchange theory has been used to explain social action in different circumstances namely; networks or relationship building, social power, organizational justice, workplace interdependence and psychological contracts among others. In spite of having been applied variously in different disciplines, the social exchange theory is about interdependence of transactions in society.

According to Cropanzano and Mitchell (2005) the main tenets of the social action theory is that social action is guided first by rules and norms of exchange. Secondly social exchange implies resource exchanged, and thirdly relations relationships emerge from social exchange.

## **2.3 Empirical Review**

### **2.3.1 Sources of Employee Morale**

Employee morale as has been established is an indispensable factor towards the attainment of organizational goals. To this effect, it is important that, the sources of employee morale are established to enable employees endeavor to always have a high morale from its employees and chalk the subsequent benefits thereof. Maheswari (2012) establishes that, the five factors that influence morale most are; Organization and management, Immediate Supervision, Material Rewards and Employee Recognition and Relationship with fellow employees and overall job satisfaction.

Anderson (2013) also observed that, employees draw their source of morale based on changes in management, employee opportunity, confidence in management and communication. In effect, Anderson (2013) attributes the source of employee morale to a number of factors. Vasantham (2014) buttresses this by providing a comprehensive list of items that are a source of employee morale or influence employee morale such as objectives of the organization, organizational design, personal factors, rewards, good leadership and supervision, work environment, compatibility with fellow employees, job satisfaction and the opportunity to share profit.

Karthik (2009) also identifies two groups of factors that are a cause of employee morale, namely organizational factors and personal factors. Regarding the organizational factors, the organization itself is a factor as its goals ultimately influence the attitudes of the employees. If the larger vision of the organization is worthwhile, useful and acceptable, then, the employees would also feel at home towards the work they pursue and the organization at large. Karthik (2009) adds that, regarding the organization, being reputable empowers a sort of pride, loyalty and high morale to continue working in the organization.

Another factor affecting morale, according to Karthik (2009) is the objectives of the organization. Employees are motivated highly and their morale is higher if the goals and objectives of the organization are in line with their personal aspirations. Vasantham (2014) buttresses this argument that, the objectives of an organization affect the morale of employees. In relation to this, he argues that, employees get highly motivated when their morale is equally. This usually happens when their individual objectives and goals are in tune with the objectives

and goals of the organization. When this happens, because they share in the bigger organizational objectives, they are encouraged to contribute immensely, working hard enough to ensure the objectives are achieved.

In addition, organizational design and communication which takes place between employees within an organization is another source of morale. Karthik (2009) asserts that, large organizations tend to stretch their various channels of vertical communication which normally ends up increasing the difficulty of upward communication, subsequently, the morale tend to be lower, as communication is discouraged with such lengthy upward lines of communication compared to a flat structure which increases the level of morale.

Other organizational factors include the nature of work, work environment, working conditions, rewards, leadership, supervision, fellow employees, concept of self, the level of satisfaction and the future opportunities for rewards (Karthik, 2009). Regarding the Personal factors, Karthik (2009) avers that, the sex, age, education, and even that of the intelligence of the employees, occupational level, family life of an employee, monthly income, marital status etc. all play a part in determining a positive employee morale or otherwise.

In fact, regarding the employee's age as a personal factor, Karthik (2009) underscores that, there is a belief of a "U" shaped relationship that exists between age and morale. It is believed that, older employees exhibit higher morale compared to the younger ones, as perhaps, the latter are more dissatisfied. This could be attributed to the fact that, they are a "new breed" with higher expectations compared to the elder ones who might have seen all there is to see at the workplace. In effect, Karthik (2009) indicates that, many scholarly studies have reported that, employers

now hire employees of a higher age as they are professed to possess qualities such as; stability that comes with maturity, a serious attitude towards job, more reliability, less absenteeism, proven steady work habits, a sense of responsibility and loyalty and less tendency to be distracted by outside interests or influences.

Regarding education level as a personal factor influencing employee morale, Karthik (2009), asserts that, research indicates an inverse relationship between educational level and employee morale; which translates into, the higher the educational level of an employee, the lower his morale because he compares his own achievements with those of others to realize a validation of his work. In terms of marital status as a personal factor, the general assumption is that, married employees who have a number of dependents appear to be more dissatisfied with greater responsibilities. However, this same caliber of employees may also be highly satisfied as they would value their jobs more compared to unmarried employees (Karthik, 2009). In addition to the personal factors, the occupational level of an employee determines his morale or otherwise as executives are more satisfied compared to managers, with managers also been more satisfied than their subordinates and so on. The sources of employees' morale as explored above offers a comprehensive understanding of the various factors that affect whether an employee will have a high morale or otherwise and where the morale's sources could be attributed to.

### **2.3.2 Impact of Motivation on Employee Morale**

Karthik (2009) observed that, motivation and employee morale are closely associated indicating that, as morale is an ingredient that is vital when it comes to organizational success, it also reflects the attitudes and sentiments of organizational members in relation to the objectives and policies of the said organization. Moreover, employees' attitudes and sentiments greatly affect

their productivity and satisfaction with their job. Karthik (2009) also divides morale into two types, specifically High Morale/Good Morale or Low Morale/Poor Morale.

When the employees' morale is high, their attitudes are favourable to the general state of the group which aids in the actualization of the organization's objectives (Lee & Liu, 2009). Further, when employees are motivated, the benefits of such high morale are enormous which according to Karthik (2009) includes; higher performance, better quality of work, higher profits for the organization which the employees also enjoy.

Further, motivation is necessary for building cohesive and high morale teams. Team development takes time and frequently follows recognizable stages as the team journeys from being a group of strangers to becoming a united team with a common goal (Maheswari, 2012). In both group dynamics and the four stages of team development popularized (forming, storming, norming, performing), leaders must retain the motivation of team members in order to successfully overcome the challenges of the storming and norming stages (Collier, Ryckman, Thornton, & Gold, 2010).

Also, social psychologists studying the human need of belonging found that, feeling a sense of belonging is an important intrinsic motivator. Strong social connections derived from workplace morale make people happier and physically healthier, which can translate into work performance. Employers who support social connections in the workplace and help employees form strong relationships with one another help build a successful workforce with high morale.

Some perks of employees with strong social connections include, increased happiness and less stress (Lee & Liu, 2009). It suffices that, workplace morale is also a factor that motivates employees.

### **2.3.3 Strategies for improving employee morale**

Every organization would want to improve its overall operations and have it translated into the achievement of its goals and objectives. To this effect, there is the need to pay serious attention to your human resource, as they contribute significantly to the organization's success. In doing this, you must deliberately set off to improve employees' morale using well defined strategies. Laliberte, Hewitt and Larson (2003) assert that, one of the strategies for improving employee morale is to use training and staff development. This implies that, supervisors and managers can make use of training and staff development practices that will seek to influence both motivation and recognition. There is the need to supplement employee orientation and initial skill development through the use of ongoing training for long-term professional development.

In addition, there is the need to set performance goals as a strategy to improve employee morale, according to Ferguson and Reio Jr (2010). Supervisors and managers must concentrate on a collaborative development of performance goals or that of a performance checklist with employees. This is important because if the employee knows that, the employer appreciates the hard work he/she is putting into the organizational operations vis a vis the performance goals of the employee and the company in general, he is more likely to be motivated to continue performing at high level with a high and positive morale (Ferguson & Reio Jr, 2010). In the same way, once the employee knows that achieving some performance goals will translate into rewards in different forms, he/she is more likely to feel motivated and as result perform with a high morale.

Furthermore, another strategy that can be implemented to improve employee morale is the recognition of employees (Laliberte et al., 2003). Managers and employers can have an impact on employee motivation through recognizing the employee's positive efforts, endeavours and accomplishments. Recognition of employees' efforts and accomplishments though simple is a concrete way to give feedback and appreciate one's employees which goes a long way to boost their morale and perform better.

As humans as employees are, they want to feel they are an important part for the company, contributing towards the achievement of the overall goal, hence recognizing them is good strategy towards improving their morale. In fact, Nelson and Economy (2003) indicate that, in one study, 58% and 76% of employees reported that they had not received any kind of verbal or written appreciation from their supervisors respectively. This shows that, there is the need for employers to recognize the efforts of their employees.

Also, using recognition as a good strategy towards improving employees' morale has been found to be effective by Roberts and Treasure (2018). The researchers' advice employers to use positive reinforcements to boost morale or deals of their employees. Saying 'Thank you' or a written note is not the only way to show appreciation to an employee and improve his/her morale as there are equally other good means to achieve that. Roberts and Treasure (2018) argue that employee recognition schemes can be more formal. They may take the form contests or competitions organized for employees, reward or point programs and also advancement programs. Recognition can also provide through less formal means such as an organization's

annual banquet, through an authorization of additional time off, whether paid or unpaid, or the offering of flexible term (Roberts & Treasure, 2018).

Other strategies that can be employed by employers according to Itika (2011) to improve employee morale includes, following the basis of effective recognition such as making recognition sincere, heartfelt, specific and purposeful. In addition, strategies like not forgetting long-term employees, watching out for pitfalls etc. could all be implemented.

#### **2.4 Conclusion**

This chapter provided a review of studies on the conceptual definitions of key terms-morale and motivation. It also provided a number of theoretical frameworks that have been postulated by researchers to explain employee motivation and morale. These theories were not limited to the social exchange theory, the theory X and theory Y, the hierarchy of needs theory which provided the foundation to provide sets of explanation for employee behaviours on motivation and its consequences in the workplace. The chapter further highlighted a number of empirical studies conducted to examine employee motivation, morale and its interconnectedness. The review provided a gap to situate the current study for examination.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology used for the study. It contains information on the research design, study population, sampling techniques, data collection instruments and data analysis techniques among others. The methodology outlined in this chapter provides a framework that guides important decisions in the research process such as the selection of respondents and the choice of data collection tools.

#### **3.1 Research Paradigm**

Research paradigm simply refers to an approach to thinking about and doing research that is based on a set of shared assumptions, concepts, values, and practices (Johnson & Christensen, 2008). There are different kinds of research paradigm, namely; positivist, post positivist and interpretative/constructivist paradigm. The post-positivist paradigm was used for this study.

Post-positivism reflects a deterministic philosophy in which causes probably determine effects or outcomes (Creswell, 2014). In other words, the problems studied by post positivists demonstrate a need to investigate causes that influence outcomes. It is also reductionist in nature as its purpose is to reduce the ideas into a small, discrete set of ideas to test, such as the variable that constitute hypotheses and research questions.

The knowledge that develops through a post positivist lens is based on careful observation and measurement of the objective reality that exists “out there” in the world. Leading from this,

developing numeric measures of observations and studying the behavior of individual become paramount for a post positivist (Dawson, 2012).

### **3.2 Research Design**

Research design is among the most vital considerations for any research work. It is the philosophy or the general principle that guides the study and is a holistic approach to investigating the topic under study (Dawson, 2002). The design of a research constitutes the strategies or procedures of inquiry, methods of data collection as well as the method of analysis and interpretation of results (Creswell, 2009). There are three main types of research design namely: qualitative, quantitative and mixed method (Creswell, 2009; Ma, 2012). A descriptive survey design was adopted for this study.

The descriptive survey design was adopted for this study, as the purpose of the study was to assess the effects of motivation on employee morale. The survey design emanates from the quantitative research design. Quantitative studies characteristically involve the use of deductive methods to test theories and ascertain the relationship between variables (Leavy, 2017). Creswell (2014) also admits that quantitative studies are best suited for identifying relationships between variables in an objective and neutral fashion.

Surveys present opportunities for collecting substantial numerical data for description of attitudes or behaviour of population of interest to the research (Creswell, 2014). This design helps to provide accurate accounts of the characteristics of the study population and to discover associations between variables of interest (Dulock, 2003). Surveys can be longitudinal or cross-

sectional. In this study the survey was cross-sectional. In that, employees of MTI Ghana limited were surveyed one time with structured questionnaire

### **3.3 Sources of Data**

This study relied on both primary and secondary data (Bell, Bryman, & Harley, 2018). Primary data was obtained directly by the researcher from staff and management of MTI Ghana Limited. Secondary data such as the number of staff on roll and other company information was gathered from existing company documents obtained from the head office of MTI Ghana in Accra.

### **3.4 Population of the study**

Zikmund (2013) noted that, the population of a study must be carefully defined so that the appropriate sources from which data shall be gathered can be identified. The population refers to the entire number of cases considered for a research study (Saunders & Lewis, 2012). The target population for this study was 85 employees. This comprised all staff and management of MTI Company limited in Accra.

### **3.5 Sampling Technique and sample Size**

The study selected participants from a subjective point of view as posited to characterize non-probability sampling (Saunders & Lewis, 2012). Convenience sampling is a non-probability sampling technique where respondents are selected because of their accessibility and proximity to the researcher (Kusi, 2012). This sampling technique was suitable for the study because it was easy to set up and the information required was not privileged, hence, the accessible respondents were also able to contribute to the study. The convenience sampling strategy was also helpful in selecting 50 respondents who were ready to participate in the study without necessarily delaying the data collection process. The sample size was justified as the entire population of study was

50 employees and a sample size of 46 is adequate. Saunders, Lewis and Thornhill (2012) sample size table advocate that for a population of 50, a minimum sample of 45 is ideal for which the current study met.

### **3.6 Data Collection Instruments**

The researcher designed and administered structured questionnaires to obtain primary data from respondents. Structured questionnaire is useful for collecting consistent statistical data from different subgroups of a relatively large population (Bell et al., 2018). It is also quite useful for gathering data about attitudes, knowledge levels and beliefs. The main disadvantage of using structured questionnaire is that they are restrictive as they limit all respondents to select from pre-identified answers (Leavy, 2017).

The strengths of this data collection tool are the ease of subjecting such data to statistical analysis because the information collected is mostly organised. Respondents also feel more comfortable responding to questionnaires with predetermined answers. This notwithstanding, structured questionnaires are restrictive to an extent as they do not allow respondents the opportunity to flow or express themselves in their own words on all questions (Banerjee & Chaudhury, 2010). The structured questionnaires were used for data collection because the researcher was interested in obtaining a relatively large amount of organised data. The structured questionnaires used for this research was designed by the researcher based on the research questions.

### **3.7 Reliability and Validity of Instruments**

The concept of reliability and validity are important constructs in research (Field, 2013). This is because, it serves as litmus test to examine a study's robustness and credibility of findings. Validity may be considered as the extent to which a test or a research instrument measures what

it was intended to measure. There are various measures of validity such as content validity and face validity (Drost, 2005; Miller, 2000). The two main kinds of validity ensured in this study were content validity and face validity. Also, reliability is the consistency of the measure to produce similar or same results over a period upon which a measure is used. Reliability test measures include the internal consistency, split half and test-retest (Ott & Longnecker, 2015).

### **3.7.1 Content Validity**

Content validity refers to the extent to which the research instrument is designed to adequately cater for the universe, or the entire aggregation of the construct or variable being measured (Johnston & VanderStoep, 2009). Content validity for this study was ensured by submitting the research instrument to experts in the field for their input.

### **3.7.2 Face validity**

Face validity may be described as a simpler form of validity compared to content validity. Face validity has to do with the degree to which an instrument subjectively can measure the construct of variable it seeks to measure. Face validity is determined just on the face value and is the judgment is largely based on individual perception (Morse, 2016). Face validity was ensured by submitting the research instruments to the study supervisor for review and comments prior to its use on the field.

### **3.7.3 Reliability**

Reliability also refers to the extent to which an instrument or test offers same or similar results over repeated use (Creswell & Creswell, 2017). It may also be considered as the consistency or the precision of measure. Simply, reliability has to do with the quality of research instruments. The reliability of research instruments for this study was ensured through the pre-testing of the

instruments (Drost, 2005). This helped to ascertain that the instruments provide the same results over separate trials and hence are reliable enough for this study. Also, internal consistency measure using Cronbach alpha ( $\alpha$ ) was above .70 indicating a good reliability measure of the scale developed (Field, 2013). Validation and reliability are important issues to research because not only do data collection instruments seek to gather information, but they are as well designed to collect accurate information with very minimal errors (Creswell & Creswell, 2017).

### **3.8 Data Collection procedure**

Prior to data collection, the researcher obtained an introductory letter from the University of Ghana Business School, University of Ghana, Legon in order to prove to the respondents that the data collected will only be used for an academic research. The questionnaires were distributed through a staff of the company who volunteered to help the researcher. The distributed questionnaires were completed by respondents and returned to the researcher through the various regional administrators. In order to encourage participation, respondents' consent was sought for and they were informed that the exercise was a strict academic research.

### **3.9 Data Analysis**

Data obtained through structured questionnaire was coded into a computer software. The Statistical Package for Social Scientists (SPSS) version 24 was used for analysis. The descriptive analysis function of the program was employed. This facilitated the use descriptive and inferential statistics (Field, 2013).

### **3.10 Ethical Considerations**

The conduct of this research was cautious and ethical. The implied consent of respondents was sought before involving them in the study. Implied consent is indicated by the respondents taking

their time to read the introductory instructions to understand the purpose of the study prior to participation (Ma, 2012). The study's purpose and benefits were explained fully to the respondents before they participated in the study.

The primary data collected from the respondents through the administration of questionnaire was handled with strict confidentiality in order to ensure respondents privacy. The respondents were not asked to provide their names and other forms of traceable personal details during the questionnaire administration and interview process (Shaw, 2010). Moreover, the results of the study were not manipulated in any way or misrepresented to portray any preconceived conclusion as scientific methods were adhered to in order to reduce and eliminate researcher bias. Other ethical consideration such as causing no harm was also upheld (Silverman, 2016).

## **CHAPTER FOUR**

### **DATA ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This chapter presents the results the field survey. Both descriptive and inferential analysis were employed which enabled the researcher to address all three research questions raised at the beginning of the study. The findings are presented in frequency tables and further illustrated in graphs when necessary. The actual findings pertaining to the research questions are preceded with a presentation of the demographic characteristics of respondents.

#### **4.2 Demographic Characteristics of Respondents**

Primary data for this study was obtained from 50 staff of Mass Telecom Innovation (MTI) using structured questionnaires. However, 4 of the questionnaires were not properly completed to merit any statistical analysis and as a result, the findings presented in this section are based on 46 properly completed questionnaires. This implies a 92% response rate for the survey and served as the sample size. The demographic characteristics of concern to this study were gender, age, department and the number of years they had worked with MTI Ghana limited.

##### **4.2.1 Gender**

The gender distribution of respondents is showcased in Table 4.1 below.

**Table 4.1 Gender Distribution of Respondents**

<b>Gender</b>	<b>Frequency (n)</b>	<b>Percent (%)</b>
Male	37	80.4
Female	9	19.6
Total	46	100

Source: Field Data (2019)

It would be observed that the sample was dominated by male respondents. There were 37(80.4%) males and 9(19.6%) females. The disproportionate representation of women in the sample reflects the underrepresentation of women in the organisation. The main reason for this is that, the main work of the company which is telecom infrastructure management is perceived to be a field for men, and hence not many women work with the company.

#### **4.2.2 Age**

Staff of MTI cut across various age groups. The age distribution of respondents is presented in Table 4.2 below.

**Table 4.2 Age Distribution of Respondents**

<b>Age</b>	<b>Frequency (n)</b>	<b>Percent (%)</b>
20-29 years	26	57
30-39 years	16	35
40-49 years	3	6
50-59 years	1	2
Total	46	100

Source: Field Data (2019)

As shown in Table 4.2, majority (57%) of respondents were 20 to 29 years, 16 (35%) were also 30 to 39 years and then 3 (7%) were 40 to 49 years. Additionally, a respondent (2%) was 50 to 59 years. The age distribution shows that staff of MTI as youthful.

### **4.2.3 Departments**

Participants in the study were drawn from different departments of the organisation as Table 4.3 has shown.

**Table 4.3 Departmental Distribution of Respondents**

<b>Department</b>	<b>Frequency (n)</b>	<b>Percent (%)</b>
Finance and Admin	15	32.6
Transportation	6	13.0
Operations	9	19.6

Security	4	8.7
Projects	12	26.1
Total	46	100

Source: Field Data (2019)

It can be seen from Table 4.3 that most respondents (32.6%) worked with the finance and administration department of MTI. Also, 12 (26.1%) worked in the company's projects department whilst 6 (13%) and 9 (19.6%) worked with the operations department of the company.

#### 4.2.4 Length of Service

The study respondents have been working with MTI for varying periods of time. The number of years for which respondents have been working with MIT is summarily presented in Table 4.4.

**Table 4.4 Length of Service**

Years served	Frequency (n)	Percent (%)
1-3 years	13	28.3
4-7 years	14	30.4
7-10 years	19	41.3
Total	46	100

Source: Field Data (2019)

Regarding the length of service, the longest serving staff of MTI have been with the company for 7 to 10 years. There were 19 (41.3%) of respondents in this category. Again, 13 (28.3%) of

respondents have worked with the company for 1 to three years whilst 14 (30.4%) claimed to have worked with MTI for 4 to 7 years.

#### 4.3 RQ 1: What is the level of employee morale in the company?

The first research question sought to establish the level of employee morale at MTI Ghana limited. This research question was addressed through questionnaire results as the ensuing Table and diagram showcase.

Respondents were required to rate (on a 5-point Likert-type scale) how they perceive the prevalence of five carefully selected factors that influence employee morale. The results are shown in Table 4.5.

**Table 4.5 Descriptive Statistics**

<b>Factors</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job satisfaction	46	1	5	3.63	0.99
Team spirit	46	1	5	4.13	1.11
Sense of accomplishment	46	1	5	3.93	0.85
Level of recognition	46	1	5	3.65	0.95
Personal enthusiasm	46	1	5	4.09	0.91

Source: Field Data (2019)

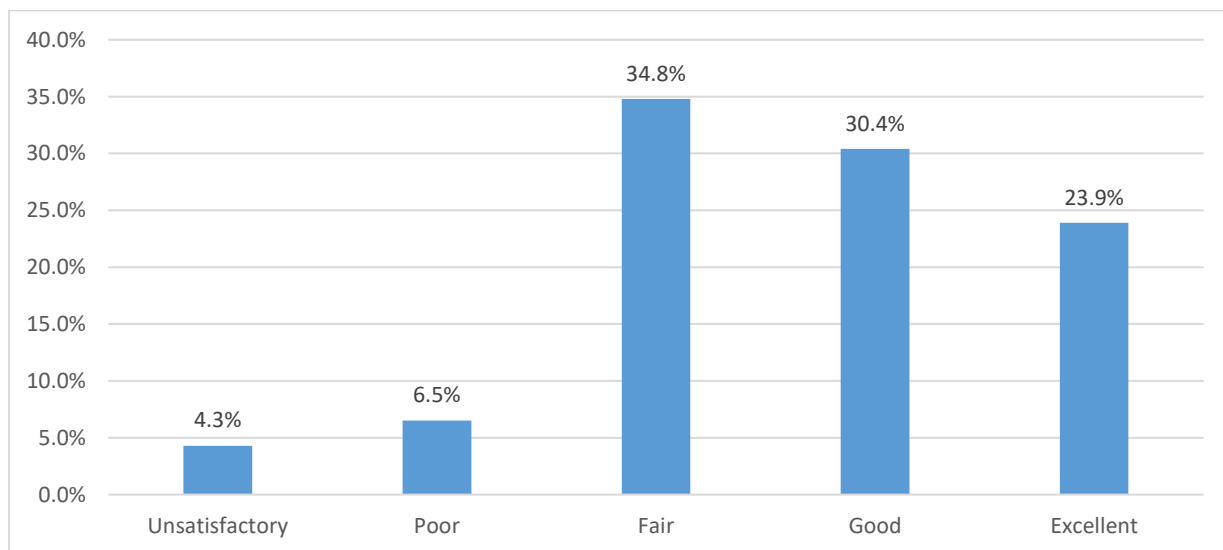
As depicted in Table 4.5 above, Team spirit which also means a sense of togetherness recorded the highest mean of 4.13 and a standard deviation of 1.1. This is indicative that team spirit is high in the company. Another highly rated factor was, Personal enthusiasm, this recorded a mean

of 4.0 and a standard deviation of 0.91. The relatively low standard deviation shows that individual responses regarding levels of personal enthusiasm did not vary so much from the group average. Meanwhile, the minimum response also was 2, which is indicative that no employee reported a very low level of personal enthusiasm.

Job satisfaction however was moderate, it recorded a mean of 3.63 and a corresponding standard deviation of 0.99. Similarly, level of recognition was also moderate as the mean for this item was 3.65 with an accompanying standard deviation of 0.94. With a mean of 3.93, and a standard deviation of 0.85, employees' reported sense of accomplishment was also moderate.

In order to get a fuller understanding of employee morale in the organisation, respondents were required to rate their levels of morale on a Likert-type scale ranging from 5-Excellent to 1-Unsatisfactory, and the results are displayed in Figure 2

**Figure 2: Level of Morale**



Source: Field Data (2019)

Figure 1 shows that majority 34.8% of respondents consider the level of moral in the company as fair, 30.4% however rated the level of morale as good and 23.9% described it as excellent. Nevertheless, a relatively small fraction of employees described the level of moral as unsatisfactory (4.3%) and poor (6.5%).

#### 4.4 RQ 2: What are the main factors that influence employee morale in the company?

Employee morale as a dependent variable is influenced by various factors. The second research question sought to identify the main factors that influence employee morale at MTI Ghana Limited. This research question was addressed through the survey results. Respondents were required to rate their level of agreement or otherwise with pre-identified factors, and the results are presented in Table 4.6 and 4.7.

**Table 4.6 Organisational factors influencing employee morale**

Organisational Factors	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	46	1	5	3.96	0.89
Conditions of service	46	1	5	3.78	0.87
Rewards	46	1	5	3.72	1.07
Leadership style	46	1	5	4.04	1.28
Relationship with fellow employees	46	1	5	4.20	0.86
Nature of work	46	3	5	3.98	0.65

Source: Field Data (2019)

Data displayed in Table 4.6 shows that, staff of MTI consider their relationship with employees to be the main influencing factor of employee morale. This item had the highest mean of 4.19 and a standard deviation of 0.85. Leadership style was also considered to be a key influential factor as this also had a mean of 4.0, but the standard deviation (1.28) for this item was highest in the group indicating that individual responses vary from the mean to some extent.

Again, work environment recorded a mean of 3.95 which implies that there is a high level of agreement among employees that work environment affects employee morale. Other factors that were equally considered influential were conditions of service and rewards, these two factors recorded mean values of 3.78 and 3.71 respectively.

Morale is dependent on organisational and individual factors. For this reason, the researcher probed for the extent of influence of selected personal factors on employee morale at MTI Ghana Limited. The results of the extent of influence of personal factors in presented in Table 4.7.

**Table 4.7 Personal factors influencing employee morale**

<b>Personal Factors</b>	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Personality type	46	1	5	3.93	1.18
Position in organisation	46	1	5	3.76	0.85
Family support	46	1	5	3.65	0.89
Job satisfaction	46	1	5	3.93	0.80
Personal level of motivation	46	1	5	3.93	1.02

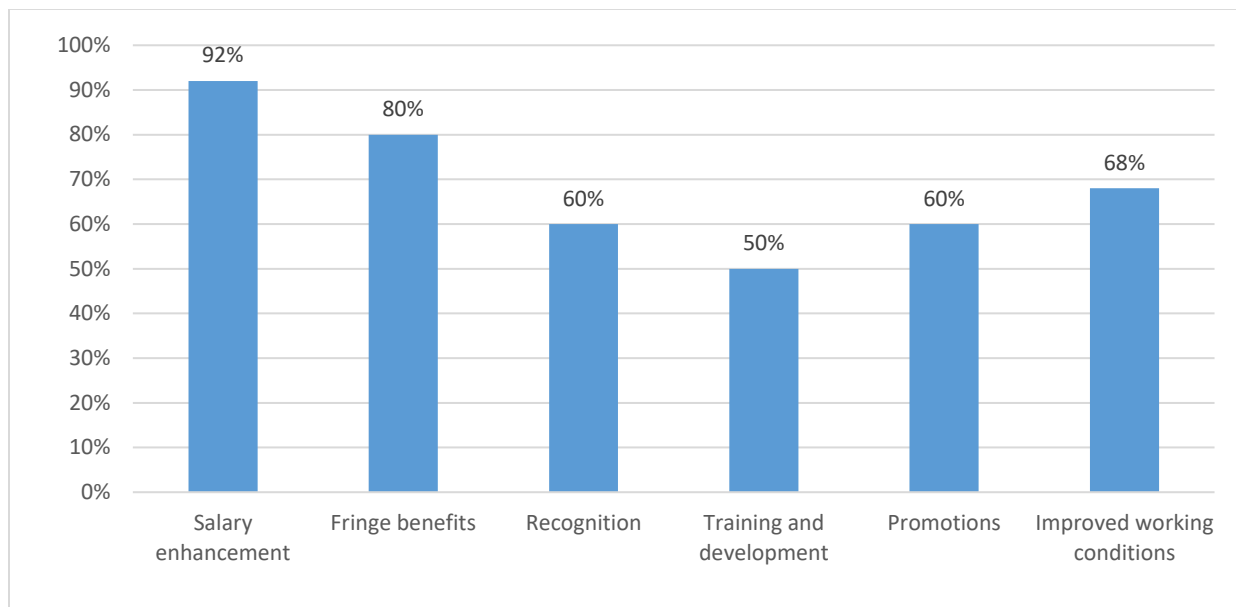
Source: Field Data (2019).

It would be observed from Table 4.7 that none of the personal factors has a mean in the upper threshold of 4 unlike organisational factors. The factors with high mean values were ‘personality type’ (3.93), ‘Job satisfaction’ (3.93) and ‘personal level of satisfaction’ (3.94). The standard deviation values for these factors was also relatively low indicating that individual responses did not vary so much from the mean. The factor that had the lowest mean (3.65) was family support, followed by position in the organisation. Suffice to say the level of moral in the company has little or nothing to do with respondents’ designation and their family background.

#### **4.4 RQ 3: What is the relationship between existing motivation strategies and employee morale?**

The final research question of the study focused on the nature of the relationship between motivation and employee morale. This research question was addressed using the data from the questionnaire which was analysed using SPSS. The researcher began by identifying the forms of motivation available at MTI Ghana. In that, respondents were first required to select all the different kinds of motivation schemes at MTI Ghana. The results are shown in Figure 3.

**Figure 3: Motivation Schemes at MTI Ghana**



Source: Field Data (2019)

As shown in figure two, there are several motivation programs or schemes used at MTI Ghana Limited. This was a multiple response question and majority of respondents selected about three motivation schemes. This shows that the organisation applies motivation extensively. It would be observed that nearly all respondents (92%) indicated salary enhancement was used to motivate employees. A significant majority of respondents 80% also indicated that fringe benefits are popular, 68% selected improved working conditions and half (50%) selected training and development.

Further, respondents were required to indicate their perspectives (by rating on a five-point Likert scale) the extent to which the different motivation schemes in the organisation influence employee morale. The results are presented summarily presented in Table 4.8.

**Table 4. 8 Motivation factors influencing employee morale**

<b>Motivation Factors</b>	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>Std. Deviation</b>
Salary enhancement	46	1	5	4.11	1.23
Training and development	46	1	5	4.28	0.62
Fringe benefits	46	1	5	3.63	1.10
Promotions	46	1	5	3.74	1.24
Recognition	46	1	5	3.76	1.04
Conditions of service	46	1	5	3.96	0.97

Source: Field Data (2019)

It would be observed from Table 4.8 that the responses varied widely with regard to the extent to which motivation factors influence employee morale. Based on the results, training and development is the motivation factor that influences employee morale most. Salary enhancement also has a major influence on workers' morale. The mean for both factors exceeds a mean score of 4. Thus, 4.10 for salary enhancement and 4.28 for Training and development.

Working conditions also had a high mean of 3.95 and hence its influence on employee's morale is major. Other factors such as promotions and recognition also have influence on morale but the level of influence is not major based on the mean values.

The researcher went on further to test for the statistical significance ( $P > 0.05$ ) of the relationship between motivation and employee morale using the Pearson's correlation test. The results are presented in Table 4.9.

**Table 4.9 Correlation Results**

**Summary of Mean, Standard Deviation, Pearson r Correlation test Indicating Relationship between Employee motivation and Employee morale.**

	N	Mean	SD	R	P
Employee motivation	46	3.91	1.03	.19	.21
Employee morale	46	3.84	0.95		

Source: Field Data (2019)

Table 4.9 is the summary table regarding a Pearson's correlation test (two tailed) of the relationship between motivation and employee morale. It would be observed that the correlation coefficient is .19 ( $r = .19$ ) which shows that there is a linear relationship between motivation and employee morale. However, this relationship is not significant because the correlation coefficient statistical significance ( $p$ -value) of .21 is higher than the established probability level of 0.05. It suffices that there is evidence of a linear relationship between motivation and employee morale but the relation is not statistically significant hence  $H_0$  is not rejected.

#### **4.5 Discussions of findings**

The findings under each research question are analysed in line with previous literature. This subsection is also broken down into sub-headings that reflect the three main research questions of the study for discussion.

##### **4.5.1 Level of Morale at MTI Ghana Limited**

The findings of the study regarding the level of morale at MTI Ghana Limited shows that whilst there is no consensus among employees, the general level of moral is moderate or fair. The

moderate level of morale is mainly influenced by high levels of employee enthusiasm and an equally high level of togetherness or team spirit.

This finding validates earlier assertions (Barrick et al., 2005) that morale means a feeling of enthusiasm, zeal, confidence that is realized in individuals or groups. The level of moral is also indicative of the fact that, employees have the ability and capacity to cope with the tasks assigned to them. The findings also corroborate (Vasantham, 2014) that employee morale to a large extent shows employees' attitude to work and even that of the environment the work in as well as the Employer he/she works for.

Consequently, to the findings it is apt to describe morale as a summary of the attitudes and the feelings of employees which constitute a reservoir of physical and mental strength as Saijanen, (2017) earlier suggested. More so, employee morale as established in this study has so much to do with togetherness or team spirit. This outcome of the study is also in line with Rao and Narayana (2005) who conceptualized morale as synonymous with *esprit de corps*, a French expression which literally translates into a feeling of pride and mutual loyalty by members of a group.

The presence of a fair amount of morale shows that there is a sense of identification and camaraderie in the organisation but this feeling is not as strong as one would expect. Nevertheless, it can be deduced that there is a sense of identification with and interest in the elements of one's job, working conditions, and fellow employees.

#### **4.5.2 Factors influencing employee morale at MTI Ghana**

It is apparent from the findings that the moderate level of morale at MTI Ghana is the result of a mix of organisational and personal factors. Staff's relationship with other employees, the

leadership style and the work environment were perceived as the organisational factors that influenced motivation most. On the other hand, personal factors such as personality type, job satisfaction and job motivation influence morale. However, the organisational factors seemed to be perceived as more influential in boosting employee morale.

The findings of this study acquiesce with earlier studies. The outcomes particularly agree with Maheswari (2012) who earlier suggested the following five sources of employee morale; organization and management, immediate supervision, material rewards and employee recognition and relationship with fellow employees and overall job satisfaction.

Also, earlier works like Anderson (2013) and Karthik (2009) all opine that employee morale is a function of individual and organisational factors as this study has found. Anderson (2013) asserts that organizational design and communication which takes place between employees within an organization, the structure of the workplace and job design also tend to influence employee morale. However, unlike previous studies, this study revealed that organisational factors seem to be more influential than personal factors in determining employee morale.

Karthik (2009) argues that the caliber of employees influences where they may draw morale from. The youthful nature of workforce at MTI may thus explain staff dependence on their work and social relations rather than family relations for morale. Also, unlike Karthik (2009), occupational level was not found to be a major factor influencing employee morale.

#### **4.5.3 Relationship between motivation and employee morale**

The findings of the study show that motivation is extensively applied at MTI Ghana limited. The most popular motivation strategies used in the organisation include salary enhancement, fringe benefits and promotions. The various motivation strategies used in the organisation influence

employee morale to a certain extent. Regardless of being less popular, training and development was realized to be the motivation factor that influences employee morale most. However, this study failed to prove the existence of a statistically significant relationship between employee motivation and morale.

The outcomes of the study confirm studies such as Alam and Ahmed (2014), and Shaban, Al-Zubi, Ali and Alqotaish, (2017) who opined that there is a relationship between motivation and employee morale. The current study emphasizes that there is indeed a linear relationship between employee motivation and morale, however the relationship is not statistically significant. This linear relationship between motivation and morale validates earlier works describing motivation as a building block of morale.

The relationship between motivation and morale is probably because both constructs are psychological to a certain extent. This is because they both have to do with the state of mind and emotions affecting willingness to work which in turn affects individual and organisational objectives. Accordingly, the findings support the views of Paek et al. (2015) that morale is a mental condition or attitude of individuals and groups which determine their willingness to cooperate

Further, the outcomes of the study are consistent with Collier, Ryckman, Thornton and Gold (2010) that motivation is necessary for building cohesive and high morale teams. Team development takes time and frequently follows recognizable stages as the team journeys from being a group of strangers to becoming a united team with a common goal. Collier, Ryckman, Thornton and Gold (2010) adds that in all the stages of team development (forming, storming, norming, performing), leaders must maintain the motivation of team members in order to successfully overcome any challenges that may arise in the team building process.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This final chapter of the study contains a recap of all major findings, conclusions drawn and recommendations. This provides a general summary of the study by presenting the various research objectives or aims and the findings. It also highlights a general conclusion that is drawn by undertaking this project work. Implication of the study are stated as well as recommendations also made to various users of this study to make the findings relevant in improving processes and systems within MTI Ghana enhancement of its human capital.

#### **5.2 Summary**

This study assessed the effects of motivation on employee morale at MTI Ghana limited, a technology infrastructure management firm in Ghana. The study was purposed to examine the levels of employee morale in the company, the factors that influence employee morale and the relationship between motivation and employee morale. A descriptive survey design was used and convenience sampling was used to select forty-six employees of MTI Ghana to participate in the study. Data was obtained using structured questionnaires designed by the researcher. Data collected was subjected to both descriptive and inferential statistics using the Statistical Package for Social Scientists (SPSS) version 24.

It was found out that the general level of employee morale in the company is moderate or fair. The moderate level of morale is mainly influenced by high levels of employee enthusiasm and an equally high level of togetherness.

It was also revealed that the moderate level of morale at MTI Ghana is the result of a mix of organisational and personal factors. Specifically, respondents' relationship with other employees, management's leadership style and the work environment were perceived as the organisational factors that influenced motivation most. On the other hand, personal factors such as personality type, job satisfaction and job motivation influence morale. However, the organisational factors were perceived as more influential in boosting employee morale.

The findings of the study also showed that motivation is extensively applied at MTI Ghana limited. The most popular motivation strategies used in the organisation include salary enhancement, fringe benefits and promotions. The various motivation strategies used in the organisation influence employee morale to a certain extent. Training and development was realized to be the motivation factor that influences employee morale most. There was a weak positive linear relationship between motivation and morale. However, this study failed to prove the existence of a statistically significant relationship between employee motivation and morale.

### **5.3 Conclusion**

This finding validates earlier assertions (Barrick et al., 2005; Laliberte et al., 2003) that morale means a feeling of enthusiasm, zeal and personal confidence. Consequently, morale summarizes attitudes and the feelings of employees which constitute a reservoir of physical and mental strength. More so, employee morale as established in this study has so much to do with togetherness or team spirit.

Consistent with Maheswari (2012) morale is multidimensional. As a result, it is influenced by several factors including training and development, leadership style, material rewards and the relationship between employees.

The outcomes of the study confirm studies such as Alam and Ahmed (2014), and Shaban, Al-Zubi, Ali and Alqotaish, (2017) who opined that there is a relationship between motivation and employee morale. This linear relationship between motivation and morale validates earlier works describing motivation as a building block of morale. However, the statistically insignificant relationship signifies the presence of mediating factors in the relationship.

#### **5.4 Recommendations**

The ensuing recommendations are based on the analysis of findings and the conclusions drawn.

First, following the linear relationship between motivation and morale, it is possible for the company to shore up employee by morale creating effective incentive programs for employees and by applying other intrinsic or extrinsic motivation strategies.

Again, it is necessary for MTI to offer employees more opportunities for building camaraderie through social activities such as fun games and awards dinner among others.

In addition, management of MTI must consistently take feedback from employees regarding their motivation preferences. This will ensure that motivation strategies in the organisation are more responsive to employees' needs and continue to impact morale as desired.

Also, attention must be given to other sources of morale such as employee's health and family support as these may mediate the relationship between motivation and morale.

Further studies could consider investigating how demographic factors like age, gender and education influence employee morale and motivation.

Future researchers may also compare motivation practices in different organisations in order to identify best practices.

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**APPENDIX**  
**UNIVERSITY OF GHANA, LEGON**  
**UNIVERSITY OF GHANA BUSINESS SCHOOL**  
**QUESTIONNAIRE FOR STAFF OF MTI GHANA**

This questionnaire is designed to obtain information for a Master of Art (MA) research project on the topic; **Effects of Motivation on Employee Morale at MTI Ghana Limited**. The study is for an academic purpose, hence, the anonymity of all respondents and the confidentiality of the information obtained is assured.

Kindly check/tick [] the appropriate answer or provide responses in writing when applicable

**SECTION A: DEMOGRAPHIC INFORMATION**

1. Gender                     Male             Female
2. Age                                     20-29             30-39             40-49             50-59
3. Department/Unit .....
4. How long have you worked with MTI Ghana?  
 1-3 years                     4-7 years                     7-10 years                     Over 10 years

**SECTION B: LEVELS OF EMPLOYEE MORALE**

5. How would you rate your chances of being promoted in this company?  
a.  Extremely High    b.  High    c.  Moderated.  Low    e.  Very Low
6. How satisfied are you with your current job in this company?  
a.  Very satisfied    b.  Dissatisfied    c.  Neutral    c.  Satisfied    d.  Very Satisfied
7. Rate how you feel about the following constructs with respect to your job at MTI Ghana.  
5- Very High                    4- High                    3- Moderate    2- Low                    1- Very low

<b>Constructs</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Job satisfaction					
Sense of togetherness/team spirit					
Sense of accomplishment					
Level of recognition					
Personal enthusiasm					



e.  Recognition/Awards

f.  Improved working conditions

12. Indicate the extent of your agreement or otherwise regarding influence of the following motivation factors on employee morale

<b>Personal Factors</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Salary enhancement					
Training and development					
Fringe benefits (i.e. allowances					
Promotions					
Recognition/Awards					
Improved working conditions					

Thank you!!!