

KOFORIDUA TECHNICAL UNIVERSITY
FACULTY OF BUSINESS AND MANAGEMENT STUDIES
DEPARTMENT OF SECRETARYSHIP AND MANAGEMENT STUDIES



**THE INFLUENCE ON EMPLOYEE'S MOTIVATION ON JOB
SATISFACTION**
**A CASE OF VANGUARD LIFE ASSURANCE COMPANY LIMITED-
KOFORIDUA**

BY

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CERTIFICATION

I hereby certify that, **Eunice Owusu** and **Diana Amuzu** carried out this project work under my supervision, in accordance with the laid down procedures of Koforidua Technical University. I therefore recommend for its acceptance and assessment.

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

DR. FRANK NANA OTOO

(Supervisor)

Date: 10th September 2024

DEDICATION

We dedicate this work to the glory of the almighty God, friends and families The Owusu Family and The Amuzu Family. Most especially to our lecturers and Dr. Frank K. Otoo

ACKNOWLEDGEMENT

Our first gratitude goes to almighty GOD for the strength, love, care and protection throughout the academic period. We also sincerely thank the administration of Vanguard Life Assurance Company Limited, (Koforidua) for giving us a great opportunity to train us to under practically enhanced and conducive working environment spurred by hard working, competence, professionalism and commitment. Many thanks to my immediate supervisor Dr. Frank K. Otoo, we earnestly value the precious contribution of all lecturers of the department.

ABSTRACT

Many researchers have extensively studied motivation, but relatively little work has focused on the impact of employee motivation on job satisfaction. This study was conducted to explore the influence of motivation on job satisfaction specifically at Vanguard Life Assurance Company Limited in Koforidua, examining how motivation affects employees' attitudes and behaviors toward their work. The research employed a mixed-methods approach, incorporating both quantitative and qualitative analyses to gain a comprehensive understanding of the motivational factors involved. Results revealed that the majority of respondents not only demonstrated a thorough understanding of motivational concepts but also showed a positive attitude toward motivational practices that encouraged them to work more intensively. These findings highlight the critical role that motivation plays in enhancing job satisfaction and shaping employee attitudes, ultimately contributing to greater productivity within the company.

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CHAPTER ONE

INTRODUCTION

1.0 Background to the study

In the realm of work place dynamics, the connection between job motivation and job satisfaction has become a focal point of research, acknowledging the profound impact motivation holds on individuals' contentment in their professional roles. Motivation is the engine driving employee performance. Motivation plays a crucial role in improving employees' performance by driving engagement, productivity, job satisfaction, creativity, and ultimately, organizational success. Therefore, it's essential for organizations to invest in strategies and initiatives that cultivate and sustain a motivated workforce. When employees are motivated, they are more engaged, productive, and committed to their work.

Motivation can come from various sources, such as intrinsic factors like a sense of achievement, recognition, or the enjoyment of the work itself, as well as extrinsic factors like rewards, promotions, or a positive work environment.(Nguyen & Malik; 2017; Raziq, & Maulabakhsh, 2019). The concept of employee s job motivation has garnered a significant attention both institutionally and publicity in both developing and developed nations. Central to this discussion is the understanding that job motivation plays a crucial role in determining the success or failure of organizations. High level of motivation are key to structuring and managing organizations, as they enable the transformation of input resources into competitive advantages.

Employee motivation plays a crucial role in shaping job performance within the Company.

1.1Statement of the Problem:

There exists a pressing concern regarding the level of employee motivation and its impact on job performance. Despite efforts to create a conducive work environment, there are indications that certain factors may be hindering optimal levels of motivation among employees, consequently affecting their job performance and overall productivity. There is a noticeable decline in employees' morale within, which can be

attributed to factors such as lack of recognition, limited growth opportunities, or ineffective communication channels. Low morale can lead to decreased job satisfaction and motivation, ultimately impacting employee performance and organizational outcomes. Employees may feel undervalued or underappreciated due to a lack of recognition and rewards for their contributions. The absence of a robust recognition and reward system can diminish motivation levels and dampen employee engagement, leading to suboptimal job performance. Ineffective communication channels or unclear expectations can contribute to confusion and disengagement among employees. Poor communication may result in misunderstandings, misalignment of goals, and a lack of clarity regarding job roles and responsibilities, thereby impeding motivation and hindering job performance. It is against the background that the study ought to examine the influence of employees' motivation on Job satisfaction.

1.2 Research Objectives

The main objectives of the study was to investigate how employee motivation influence job satisfaction in Vanguard Insurance Company.

1.3 Specific Objectives

- I. To examine the relationship between intrinsic motivation and job satisfaction
- II. To analyze the impact of extrinsic motivation on job satisfaction
- III. To identify key motivational factors that enhance job satisfaction

1.4 Research Questions

- a) What are the key factors influencing employee motivation within Vanguard Insurance Company?
- b) How does employee motivation relate to job performance metrics such as productivity, quality of work, and customer satisfaction within the organization?

1.5 Scope of the Study:

The scope of this study encompasses an in-depth exploration of the relationship between employee motivation and job performance within Vanguard Insurance Company. The study focuses on examining various factors that influence employee motivation, assessing its impact on job performance metrics, and identifying potential barriers or challenges to motivation within the organization. Additionally, the study aims to explore the role of other key determinants of job performance, beyond motivation, and examine potential mediating or moderating factors that influence the relationship between motivation and performance.

1.6 Significance of this study.

The findings of this study have direct implications for Vanguard Insurance Company, providing insights into the factors that influence employee motivation and its impact on job performance within the organization. By understanding these dynamics, organizational leaders and human resource practitioners can develop targeted interventions to enhance motivation, boost productivity, and drive sustained organizational success. Employee motivation is closely linked to factors such as job satisfaction, engagement, and overall well-being. By uncovering the drivers of motivation and their impact on job performance, the study contributes to fostering a supportive work environment that promotes employee engagement and enhances well-being. This, in turn, can lead to higher levels of job satisfaction, reduced turnover rates, and improved employee retention.

The insights generated from this study can inform strategic decision-making processes within Vanguard Insurance Company. By identifying key determinants of job performance and potential barriers to motivation, organizational leaders can make informed decisions regarding resource allocation, talent management strategies, and organizational development initiatives to maximize performance and achieve strategic objectives. The findings of this study may have broader implications for the insurance industry as a whole, offering insights into effective practices for enhancing employee motivation and job performance. By sharing best practices and lessons learned, Vanguard Insurance Company can contribute to advancing industry standards and promoting a culture of excellence within the sector.

This study adds to the existing body of knowledge on organizational behavior and management, specifically in the areas of employee motivation and job performance. By conducting rigorous research and applying theoretical frameworks to real-world contexts, the study contributes to advancing academic understanding and informing future research endeavors in this field. In summary, the significance of this study lies in its potential to drive positive change foster employee engagement and well-being, inform strategic decision-making processes, promote industry best practices, and contribute to academic scholarship. By addressing these critical aspects, the study aims to create lasting impacts that benefit both the organization and its employees.

1.7 Organization of the Study

The study is organized into five (5) chapters. Chapter one was made up of the introduction

Chapter 1 lays the groundwork, introducing the study's background, the problem it addresses, research questions and goals, its importance, and its limitations. Chapter 2 dives into the existing research on the topic. Chapter 3 details the research methods used, including participants, data collection techniques, sampling, and the theoretical framework. Chapter 4 showcases the data analysis and interpretation. Finally, Chapter 5 summarizes the key findings and recommendations gleaned from the research

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a comprehensive review of the literature on the influence of motivation on employees' job performance, specifically focusing on Vanguard Life Assurance. It integrates various motivational theories, empirical studies, and practical applications relevant to the insurance sector. Chapter two reviews literature related to the study. The literature is organized with emphasis on the key concepts as follows;

The literature review highlights the significant influence of motivation on employees' job performance, with specify applications to Vanguard Life Assurance. By leveraging motivational theories and empirical findings, this can implement strategies that enhance employee motivation and improve overall job performance. Future research could further explore the specific motivational needs of employees in the insurance sector and the effectiveness of various motivational interventions in this context.

Employees who are provided with training and retraining opportunities and whose roles match their skills are less likely to leave the organization (Miner, 2013).

Attraction refers to the process of drawing employees to the organization by offering competitive pay, innovative benefits, and rewards. It also includes creating a fun and safe work environment (Bjorklund, 2011).

2.1 Theoretical Review

The process of creating a vision for an organization's future and motivating employees to work collectively towards achieving that vision is crucial for organizational success. Employee motivation plays a central role in aligning the workforce and resources toward the attainment of organizational goals. It is through effective motivation that individuals within an organization are driven to work towards common objectives (Deci & Ryan, 2000). In the past, there was little distinction between management and employee motivation, as managers were often seen as the primary source of direction due to their authority. However, over time, it

became clear that relying solely on positional authority was insufficient for ensuring high levels of productivity. The shift in focus towards employee motivation highlighted the need for managers to actively engage and inspire their teams, fostering a more cooperative and productive work environment (Herzberg, 1966). Motivating employees requires a nuanced understanding of the various factors that influence behavior, such as cultural norms, individual needs, and external pressures. Effective motivation aligns these factors to ensure that employees are not only willing but also eager to contribute to organizational success. The impact of strong motivation is evident in improved organizational performance, as motivated employees are more likely to be productive, innovative, and committed to the organization's goals (Locke & Latham, 2002). In recent years, the importance of emotional intelligence in fostering employee motivation has gained significant attention. Research indicates that emotionally intelligent managers are better equipped to understand and address the needs of their employees, leading to higher levels of motivation and job satisfaction (Goleman, 1995). Additionally, the rise of digital technologies has introduced new challenges, requiring organizations to adapt their motivational strategies to stay competitive in an increasingly dynamic environment (Kane et al., 2019). By focusing on the motivation of their workforce, organizations can better navigate these challenges, ensuring sustained success and growth.

2.6.0 Theories of Motivation

2.6.1 Maslow's Hierarchy of Needs

The Hierarchy of Needs is a motivational theory developed by psychologist Abraham Maslow in the 1940s and 1950s. According to this theory, every individual has certain fundamental needs that drive their behavior. These needs are organized in a hierarchical manner, with basic survival needs at the bottom and more complex psychological needs at the top. Maslow believed that individuals need to fulfill these needs in a hierarchical order, with the lower needs taking priority over the higher needs. Maslow believed that individuals are driven by a desire to fulfill these needs and that the satisfaction of one level leads to the motivation to fulfill the needs of the next level. However, if one level is not met, it can hinder an individual's motivation to reach the higher levels.

Physiological needs are the basic biological needs that every human has in order to survive. These needs are the most fundamental and instinctive, and they must be met first before an individual can move on to fulfilling other needs. They include food, water, shelter, clothing, warmth, and sleep. Maslow believed that if these needs are not met, human beings will be unable to function and will be motivated solely by the desire to satisfy their most basic survival needs.

Food and water are the most basic physiological needs. Without these two essentials, an individual will not survive for long. Our bodies require a certain amount of calories and nutrients in order to function properly. The desire to eat and drink is innate and drives individuals to satisfy this basic need. Shelter is another basic need for survival. It protects individuals from harsh weather conditions and provides a sense of safety and security. Without shelter, individuals would be exposed to the elements and vulnerable to danger.

One of the middle levels in Maslow's Hierarchy is the need for security and safety. This level includes the need for physical safety, financial security, and stability. In the workplace, security and safety needs are crucial for employee well-being and optimal performance. In place, and receiving adequate training for handling potential hazards. When employees feel physically safe, they can focus on their work without worrying about their well-being.

Financial security is also a significant aspect of security and safety needs. Employees want to know that their jobs are stable and that they will receive a fair compensation for their work. They also want to have opportunities for advancement and growth within the company. When employees feel financially secure, they are less likely to experience stress and anxiety, which can negatively impact their work performance.

The need for security and safety is an essential aspect of Maslow's Hierarchy, as it directly impacts an individual's well-being and ability to thrive. Employers must recognize and fulfill this need to ensure a safe and productive workplace for their employees.

Love and belonging needs are at the third level of Maslow's hierarchy and are considered to be fundamental for human well-being and fulfillment. These needs refer to the desire for love, affection, belonging, and social acceptance. They reflect the

innate human need to form meaningful and positive relationships with others and to feel a sense of connection and belonging within a community or social group.

At this stage, an individual requires more than just the basic needs of food, shelter, and safety in order to feel satisfied and happy. They need to feel loved and cared for, as well as accepted and respected by others. The lack of these needs being met can result in feelings of loneliness, isolation, and a sense of not belonging.

Meeting love and belonging needs is crucial for an individual's overall well-being as it provides a sense of security, support, and happiness. It also contributes to the development of a person's self-esteem and confidence, as well as their ability to form healthy relationships with others.

Love and belonging are essential needs in Maslow's hierarchy for individuals to feel fulfilled and satisfied with their lives. These needs encompass the desire for love and affection from others, as well as a sense of belonging and connection within a community or social group. Meeting these needs can have a significant impact on a person's overall well-being and contribute to their personal growth and development.

Esteem needs are the fourth level in Maslow's hierarchy, above the levels of physiological needs, safety needs, and love and belonging needs. Esteem needs are related to an individual's self-esteem and self-confidence. They include both the need to be respected by others and the need for self-respect. Esteem needs can be further divided into two categories: esteem for oneself (self-esteem) and the desire for reputation or respect from others (external esteem).

Self-esteem is the primary aspect of esteem needs. It refers to an individual's feelings of self-worth, self-respect, and self-confidence. People with high self-esteem have a positive self-image, believing in their abilities, and are motivated to succeed. On the other hand, those with low self-esteem may feel inferior and may lack the confidence to achieve their goals. Self-esteem is influenced by various factors, such as our relationships, our achievements, and our experiences.

Esteem needs are a crucial part of Maslow's hierarchy of needs, as they serve as a driving force for individuals to achieve their full potential and reach self-actualization. These needs involve both self-esteem and external esteem, and they are important for an individual's psychological well-being. Meeting these needs leads to feelings of self-worth, confidence, and personal satisfaction, ultimately contributing to a person's overall growth and happiness.

Self-actualization is the highest need in Maslow's hierarchy and is often referred to as the ultimate goal of human existence. It is the need to fully realize one's potential and achieve personal growth and fulfillment. Maslow believed that this need was only achievable once all of the other needs in the hierarchy were met.

The first four needs in Maslow's hierarchy are known as the deficiency needs. These include physiological needs, safety needs, love and belonging needs, and esteem needs. These needs are considered essential for survival and must be met in order to move up the hierarchy. While self-actualization is often seen as the ultimate goal, Maslow believed that these deficiency needs were just as important and must be fulfilled before an individual can focus on self-actualization.

Physiological needs are the most basic needs required for survival, such as food, water, and shelter. Once these needs are met, an individual can move on to fulfilling their safety needs, which include personal safety, financial stability, and a sense of security. The next level is love and belonging needs, which include the need for relationships, intimacy, and a sense of belonging. Once these needs are met, an individual can then work on fulfilling their esteem needs, which involve gaining recognition, respect, and a sense of accomplishment.

The core of this theory lies in the fact that when one need is fulfilled, its strength diminishes and the strength of the next level increases (Latham, 2007). Maslow does note that one level of needs does not have to be totally fulfilled before a person moves to the next level. The individual can be partly satisfied with one level and still seek for satisfaction at the next level.

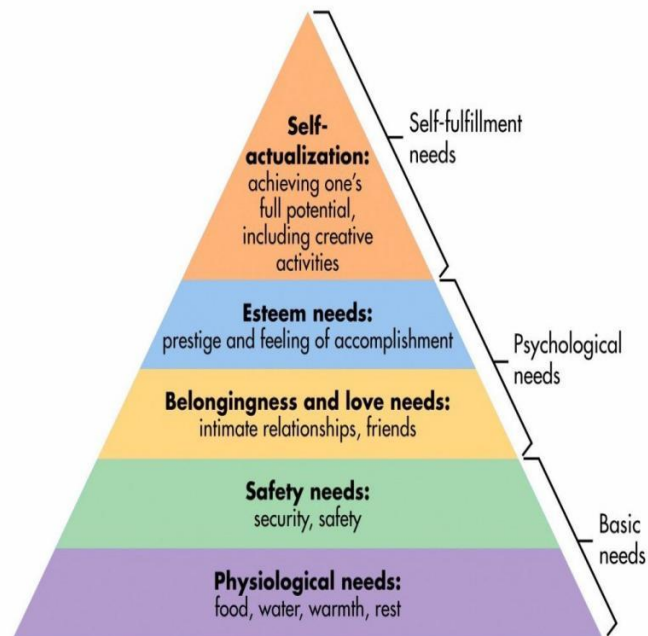


Figure 1: Maslow's Need Hierarchy

The directly above diagram illustrates the numerous heights of needs which Maslow believed entirely people aim to.

2.6.2 HERZBERG MOTIVATION/HYGIENE THEORY

Herzberg's motivation/hygiene theory, commonly referred to as the two-factor theory, emerged from his research on job satisfaction conducted in the 1950s in Pittsburgh. This theory is grounded in Maslow's Hierarchy of Needs. Herzberg proposed that the elements contributing to job satisfaction are fundamentally different from those leading to job dissatisfaction (Salanova and Kirmanen, 2010). Despite examining numerous texts, he struggled to establish clear guidelines.

To further his research, he administered a survey in which participants were asked to identify factors that elicited positive feelings about their jobs as well as those that induced negative feelings. His findings revealed that job satisfaction is primarily influenced by the nature of the work itself and how individuals are utilized, while job dissatisfaction is largely a result of how employees are treated. Consequently, the factors that lead to job satisfaction differ from those that result in dissatisfaction, indicating that these two emotional states are not merely opposites. Based on these insights, Herzberg developed his theory distinguishing between Motivators and Hygiene factors. Both categories can inspire employees, yet they do so for distinct

reasons. Hygiene factors typically provide only temporary satisfaction, whereas motivators are more likely to foster enduring job satisfaction (Mullins, 2007).

2.6.3 Vroom's Expectancy Theory

Victor Vroom's Expectancy Theory, formulated in 1964, constructs a comprehensive framework for understanding what motivates individual behavior in organizational contexts. By emphasizing the cognitive processes that underpin decision-making, Vroom's model not only highlights the importance of expected outcomes but also addresses the role of individual perceptions and valence. This literature review aims to synthesize key studies and applications related to Vroom's Expectancy Theory, elucidating its theoretical foundations, empirical validation, and implications for motivation in the workplace.

The Expectancy Theory posits that motivation is a function of three key variables: expectancy, instrumentality, and valence (Vroom, 1964). Expectancy refers to the belief that one's effort will lead to the desired performance level. Instrumentality is the belief that achieving this level of performance will result in certain outcomes or rewards. Finally, valence denotes the perceived value of these outcomes to the individual. This tripartite model suggests that individuals will be motivated to exert effort only if they believe their efforts will yield desirable results (Vroom, 1964).

Numerous empirical studies have tested Vroom's propositions, often within organizational or educational settings. For example, a study by DeCew and Moshavi (2007) examined the role of expectancy and instrumentality in predicting educational outcomes among students. The findings indicated that students who believed their efforts would lead to improved performance (high expectancy) and valued the anticipated outcomes (high valence) were significantly more motivated and achieved better results. This reinforces Vroom's assertion that motivation is neither intrinsic nor solely extrinsic but a blend of personal beliefs and perceived outcomes.

Further exploration into the practical applications of Vroom's theory can be found in the field of human resource management. A study by Gagné and Deci (2005) analyzed the implications of expectancy theory in designing performance appraisal systems. The authors argued that organizations could enhance employee motivation by ensuring that performance appraisals clearly communicate the connection between effort, performance, and rewards. When employees perceive this linkage, their expectancy and instrumentality beliefs are strengthened, leading to higher motivation and productivity levels.

Additionally, Vroom's theory has been foundational in understanding the dynamics of team motivation and leadership. Klein et al. (2009) adapted the Expectancy Theory to examine how leaders could cultivate motivation within teams. They concluded that leaders must articulate clear performance outcomes and recognize diverse valences among team members to foster a motivating environment. The researchers emphasized that varying individual values necessitate tailored motivational strategies, underscoring the model's adaptability.

However, Vroom's Expectancy Theory is not without its critiques. Some scholars argue that it overly simplifies complex motivational processes by focusing primarily on cognitive elements while neglecting emotional factors (Buchanan & Huczynski, 2019). Moreover, the model assumes rational decision-making, which may not always reflect human behavior, particularly in high-stress or ambiguous situations. Nevertheless, despite these limitations, the theory provides a valuable framework for understanding motivation within structured environments.

Recent studies have sought to blend Vroom's Expectancy Theory with other motivational frameworks. For instance, the integration with Self-Determination Theory (SDT) has proven fruitful. Vansteenkiste et al. (2006) argued that while expectancy theory focuses on extrinsic motivation, SDT emphasizes intrinsic motivation, suggesting that a well-rounded motivational approach should embrace both facets. This

synergy reveals that both extrinsic rewards and intrinsic fulfillment are crucial for sustained motivation, signifying the need for a dual approach in organizational settings.

Furthermore, the contemporary application of Expectancy Theory has expanded into the realm of remote and hybrid work environments, particularly heightened by the COVID-19 pandemic. A study by Gagné et al. (2021) explored how expectations and perceived support in virtual settings affect employee motivation. The results demonstrated that individuals with a clear understanding of their performance expectations and potential rewards exhibited higher motivation, counteracting the challenges of remote work.

Vroom's Expectancy Theory remains a seminal model for exploring motivational dynamics within various contexts. The empirical evidence supporting its key constructs highlights its relevance across education, human resource management, and leadership. While critiques regarding its simplicity and assumptions of rationality exist, the ongoing integration with other motivational frameworks and its adaptability to contemporary work environments affirm its enduring significance. As organizations navigate the complexities of motivation in an ever-evolving landscape, Vroom's theory continues to provide a robust foundation for understanding and enhancing employee motivation.

2.7 EMPIRICAL REVIEW

(Noko & Nwuzor, 2021) Motivation and Productivity: Research from Nigeria examined the impact of both intrinsic and extrinsic motivation on employee productivity. The study confirmed that a well-rounded motivation strategy that includes recognition, rewards, and personal development opportunities significantly enhances employee performance and commitment .

(Mokhniuk & Yushchyshyna, 2022) Remote Work and Motivation: A study investigated the shift to remote work during the COVID-19 pandemic and its effects on employee motivation and performance. The findings suggested that while remote work offered flexibility, it also required enhanced communication and recognition practices to sustain motivation and productivity

(Dereje, 2020) Employee Participation and Satisfaction: An investigation into how employee participation in decision-making affects job satisfaction and performance found that increased involvement leads to higher motivation and job satisfaction, which in turn boosts performance

(Alam et al., 2024) Sustainability and Work Motivation: Research focusing on the sustainable development goals (SDGs) in workplaces found that aligning employee roles with broader sustainability objectives can improve motivation and job performance. The study highlighted that when employees see their work as contributing to larger societal goals, their intrinsic motivation increases

(Hemakumara, 2020) Compensation and Motivation: A review of how compensation systems influence employee motivation revealed that fair and transparent wage structures are crucial for maintaining high levels of motivation and performance. Employees who perceive their compensation as fair are more likely to be motivated and perform well.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter comprises an overview of the study area, which constitutes location and history, population, occupation, the research procedure employed in the collection and analysis of data will be analysed in this section. They include the research approach and design, population, sample and sampling technique, sources of data, data collection instruments and method of data analysis and presentation. It also establishes research methods and a brief profile of Vanguard life assurance Company limited

3.1 Research Design

Research design encompasses the strategies and methodologies employed in gathering data for a research project. This particular study was characterized as cross-sectional and quantitative. A cross-sectional study entails the observation and collection of data from a sample or segment of a population regarding a specific phenomenon at a given moment in time (Creswell, 2014).

3.2 Study Area

Vanguard Assurance Company Limited has been committed to providing innovative, reliable, and affordable insurance solutions to its customers. The company offers a wide

range of insurance products, including motor, fire, marine, travel, and life insurance, to meet the diverse needs of its clients.

Over the years, the company has established a strong reputation for its excellent customer service and efficient claims settlement process. This has made Vanguard Assurance Company Limited a trusted and preferred insurance provider not only in Koforidua but also in other parts of Ghana.

Vanguard Assurance Company Limited has multiple branches and agencies across the country, including one in Koforidua, making it easily accessible to its customers. The company continues to grow and expand its reach, maintaining its position as one of the most reputable insurance companies in Ghana.

The presence of Vanguard Assurance Company Limited in Koforidua has greatly contributed to the economic growth of the city by providing insurance products and services to individuals and businesses. The company has a strong reputation for its reliable and efficient services, which has made it a leading insurance provider in the area. With its commitment to customer satisfaction and community development, Vanguard Assurance Company Limited has become an integral part of the Koforidua community.

3.3.1 Population

A sample represents a subset of the population, consisting of selected members. According to Kothari (2004), the sample size refers to the quantity of items chosen from the population to form the sample.

3.3.2 Sample and Sampling Techniques

For this study, the sample was derived through various sampling techniques. The methods employed included stratified, quota, and random sampling. Specifically, quota sampling was applied to 10% of each stratum. The attendance records of the staff at Vanguard Life Assurance Company Limited served as the sampling frame. Numbers corresponding to the names in the register were inscribed on slips of paper, which were then mixed, allowing for the random selection of 10% of the staff from each department. Based on this 10% criterion, the distribution of staff selected from each department was as follows: District Manager - 1, Sales Manager - 4, Accountant

Officers - 9, Secretary - 4, Fieldworker (Sales) - 39, Human Resource Officers - 6, and Account Assistant - 9. In total, a sample size of 70 was established.

3.4 Sources of Data

3.4.1 Primary Data

According to Collins and Hussey (2003) primary data is known as original data that is collected from the main source. Primary data was collected using questionnaires. They were administered to the respondents of the researcher.

3.5 Data Collection Instrument

3.5.1 Questionnaire

The Questionnaire was the main data collection instrument of the study and was particularly distributed to the respondents. Saunders et al. (2009), described the questionnaire as one of the most commonly used data collection techniques within the survey strategy.

The design was guided by the material acquired from the literature review as well as the research questions.

Using a questionnaire is an efficient way of collecting responses from a large number of people because every respondent is asked to respond to the same set of questions.

The survey questionnaires were given out to 70 selected employees of Vanguard Assurance Company Limited, Koforidua. The survey questionnaire is employed in the study to collect data because it is well suited to the descriptive and correlative nature of the study as described by Bryman and Bell, (2007; Creswell et al, (2007). In addition, a survey questionnaire is employed to collect data because it enables a systematic collection of predominately quantitative data.

3.5.2 Data analysis

In order to present data that was collected from respondents after applying the instrument mentioned earlier, the researchers adopted a descriptive statistic to deal with

the method used in data analysis. Descriptive statistics are used to present quantitative data in a manageable form. It helps to represent a large amount of data in a simple way. It is basically used to assess the trend of demographic data. The researchers tabulated their findings to show clearly the responses and the issues discussed. The researchers, therefore, used simple statistical tables to illustrate the data that will be gathered from respondents.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter contains the results and discussions on the questionnaire survey carried out. The first section of the chapter discusses respondent’s characteristics, section two discusses the source of motivation for the employees at Vanguard Life Assurance. Section three presents the obstacles in motivating the employees and finally the last section gives the impact of job satisfaction on employees’ performance.

4.1: SECTION A: BACKGROUND INFORMATION

Table 4.1.1: Gender

Sex	Frequency	Percentage
Male	37	52.9
Female	33	47.1
Total	70	100

Source: Field data 2024

The table above, indicate that male (52.9%) were the majority respondents.

Table 4.1.2: Age

Range	Frequency	Percentage %
18-25	13	18.6
26-35	17	24.9
36-45	19	27.1
46-55	12	17.4
56 and above	9	12.9
TOTAL	70	100

Source: Field data 2024

Table depicts that the age group between 26 – 35 and 36 - 45 form the highest group among the respondents’ representing 24.9 percent, and 27.1 percent respectively. The age group 46- 55 and 56 and above formed the least respondent representing 17.4 percent and 12.9 percent respectively whereas 23.6 percent represent ages between 36 - 45. These age distributions suggest that the core of the workers is young and energetic group.

Table 4.1.3: Years of employment

Years	Frequency	Percentage
Less than one year	17	11.9
1-3	15	10.5
4-6	20	14
More than 6	18	12.6
TOTAL	70	100

Source: Field data 2024

From the above survey data, the respondent reported varying length of employment, ranging from one to three years is 10.9 percent, formed the lowest among the sample. It is revealed that, out of these, employees who has worked for more than 6years were the majority respondent.

4.1.4 Educational Background

Qualifications	Frequency	Percentage
Certificate (NVETI)	22	30.6
S.S.S.C. E	8	11.1
H.N. D	7	9.7
First Degree	11	18.1
Master's Degree	4	5.6
SHS	18	25
TOTAL	70	100

Source: Field data 2024

From the above, the respondent with SHS Master's Degree formed the lowest among the sample group consisting of 5.6 percent of the total respondents. Those with B.Sc. and Ba. Degree constituted 18.1 percentage, Higher National Diploma and Doctorate Certificate holders constituting 4. Percent. Per the nature of business, there were 11.1 percent staffs with S.S.S.C. E level and SHS with 25 percent and this result show that workers gradually upgrade from one stage to the other since the area of business are of professional nature.

4.1.5 Job Title of the Respondents

Job Title	Frequency	Percentage
District manager	1	1.4
Sales manager	4	5.6
Accountant officers	9	12.5
Secretary	4	5.6
Fieldworker (Sales)	39	54.2
Human resource officers	6	8.3
Account Assistant	9	12.5
TOTAL	70	100

Source: Field data 2024

Table 4.1.3 shows occupation of the respondents. It is revealed that, out of the 72 respondents, 54.2 percent were Fieldworker (Sales) forming the majority of the respondent with 45.8 percent being the District manager, Sales manager, Accountant officers, Accountant officers, Secretary, Account Assistant and Human resource officers.

SECTION B: 4.2 MOTIVATION

Respondent were asked to indicate on a 5-point scale, varying from 1 (strongly agree) to 5 (strongly disagree) on their perception motivation.

Table 4.2.1 I am motivated to achieve my work goals.

Responses	Frequency	Percentage%
Strongly agree	10	14.5
Agree	9	13
Neutral	11	7.7
Disagree	17	24.3
Strongly disagree	23	32.9
Total	70	100

Source: Field data 2024

From the table above, majority of the respondent 32.9 strongly disagree with the statement that they are motivated to achieve their work goals. A few 14.5 strongly agree disagree with the statement that they are motivated to achieve their work goals. The study found out that 7.7 were neutral and 24.3 disagreed with the statement that they are motivated to achieve their work goals.

Table 4.2.2. I am satisfied with the level of recognition I receive from my work.

Responses	Frequency	Percentage%
Strongly agree	15	21.5
Agree	13	9.1
Neutral	24	34.3
Disagree	12	8.4
Strongly disagree	6	2.2
Total	70	100

Source: Field data 2024

From the table above, majority of the respondent 2.2 strongly disagree with the statement that they are satisfied with the level of recognition they receive from their work. A few 21.5 strongly agree with they are satisfied with the level of recognition

they receive from their work. The study found out that 34.3 were neutral and 8.4 disagreed with the statement that they are satisfied with the level of recognition they receive from their work

Table 4.2.3: I feel a strong sense of commitment to my team’s success

Responses	Frequency	Percentage%
Strongly agree	32	22.4
Agree	17	11.9
Neutral	12	8.4
Disagree	5	3.5
Strongly disagree	4	2.8
Total	70	100

Source: Field data, 2024

From the table above, majority of the respondent 2.8 strongly disagree with the statement that they feel a strong sense of commitment to their team’s success. A few 22.4 strongly agree with the statement that they feel a strong sense of commitment to their team’s success feel a strong sense of commitment to their team’s success. The study found out that 8.4 were neutral and 3.5 disagreed with the statement that they are motivated to achieve their work goals feel a strong sense of commitment to their team’s success.

Table 4.2.4: The feedback I receive from my supervisor motivate me to improve

Responses	Frequency	Percentage
Strongly agree	29	20.3
Agree	20	14
Neutral	14	9.8
Disagree	5	3.5
Strongly disagree	2	1.4
Total	70	100

Source: Field data 2024

From the table above, majority of the respondent 1.4 strongly disagree with the statement that the feedback they receive from their supervisor motivate them to improve. A few 20.3 strongly agree with the statement that the feedback they receive from their supervisor motivate them to improve. The study found out that 9.8 were neutral and 3.5 disagreed with the statement that the feedback they receive from their supervisor motivate them to improve.

Table 4.2.4: My daily tasks and responsibilities are challenging and stimulating.

Responses	Frequency	Percentage
Strongly agree	15	10.5
Agree	16	11.2
Neutral	10	7
Disagree	20	14
Strongly disagree	9	6.3
Total	70	100

Source: Field data 2024

From the table above, majority of the respondent 6.3 strongly disagree with the statement that their daily tasks and responsibilities are challenging and stimulating. A few 10.5 strongly agree with the statement their daily tasks and responsibilities are challenging and stimulating. The study found out that 7 were neutral and 14 disagreed with the statement that their daily tasks and responsibilities are challenging and stimulating.

4.3: SECTION C: JOB SATISFACTION

Table 4.3.1: I am satisfied with the overall work environment in my organization.

Responses	Frequency	Percentage
Strongly agree	20	14
Agree	16	11.2
Neutral	10	7
Disagree	15	10.5
Strongly disagree	9	6.3
Total	70	100

Source: Field data, 2024

From the table above, majority of the respondent 6.3 strongly disagree with the statement that they are satisfied with the overall work environment in their organization. A few 14 strongly agree with statement that they are satisfied with the overall work environment in their organization. The study found out that 7 were neutral and 10.5 disagreed with that they are satisfied with the overall work environment in their organization.

Table 4.3.2. I am satisfied with my current level of compensation and benefits.

Responses	Frequency	Percentage
Strongly agree	20	14
Agree	16	11.2
Neutral	15	10.5
Disagree	10	7
Strongly disagree	9	6.3
Total	70	100

Source: Field data, 2024

From the table above, majority of the respondent 6.3 strongly disagree with the statement that they are satisfied with their current level of compensation and benefit. A few 11.2 strongly agree with statement that they their current level of compensation and

benefit. The study found out that 10.5 were neutral and 7 disagreed with that they are satisfied with their current level of compensation and benefit.

Table 4.3.3 my work contributes to my personal growth.

Responses	Frequency	Percentage
Strongly agree	25	17.5
Agree	20	14
Neutral	15	10.5
Disagree	5	3.5
Strongly disagree	5	3.5
Total	70	100

Source: Field data, 2024

From the table above, majority of the respondent 3.5strongly disagree with the statement that their work contributes to their personal growth. A few 17.5 strongly agree with statement their work contributes to my personal growth. The study found out that 10.5 were neutral and 3.5 disagreed with that they are satisfied with their work contributes to my personal growth.

Table 4.3.4 I am valued and appreciated for the work I do

Responses	Frequency	Percentage
Strongly agree	30	21
Agree	20	14
Neutral	15	10.5
Disagree	5	3.5
Strongly disagree	0	0
Total	70	100

Source: Field data 2024

From the table above, majority of the respondent 0 strongly disagree with the statement that their valued and appreciated for the work they do.A few 21 strongly agree with

statement that their valued and appreciated for the work they do. The study found out that 10.5 were neutral and 3.5 disagreed with that they valued and appreciated for the work they do.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS AND RECOMMENDATIONS

5.1 INTRODUCTION

The aim of the study is to examine the influence of how employees' motivation influence job satisfaction in the organization. A questionnaire survey was conducted among (70) Vanguard Life Assurance Company respondents on their preferred on how employees motivation influence job satisfaction in the organization, to improve their performance as employees. This chapter presents the conclusions and recommendations made to Management of Vanguard Life Assurance on assessment of employees' motivation on job satisfaction.

5.2 Summary of the findings

The summary of the research is summarized and presented based on the objective of the research listed in the study. With regards to the objectives the research was aimed to identify and evaluate the role of motivation practice on employee's performance in vanguard life assurance to determine the source, type of motivation the employees of vanguard life assurance want in order to work more efficiently and effectively.

The evaluation of the Influence of motivation practice on employee performance in the organization, as the research depicts majority of the respondents agreed that vanguard life assurance has the ability to identify and evaluate motivation internally. A small number said they disagreed that vanguard life assurance Koforidua has the ability to motivate employees without consulting external bodies' .Few percent stayed neutral these groups of respondents did not know whether the vanguard life assurance is able to motivate them to work hard.

Data gathered showed that majority strongly agreed that the feedback they receive from their supervisor motivates them to improve. A small percentage 9.8 were neutral because they had no idea about whether or not the feedback they receive from their supervisor motivates them. Out of the total number of respondents 34.3 percent formed both agreed and strongly disagreed employees to the question of if the feedback they

receives from their supervisor motivates them. Disagreed and strongly disagreed forming the minority of respondents with 3.5 and 1.4 respectively.

The study revealed a significant lack of motivation among respondents regarding supervisory feedback, with 41.4% strongly disagreeing with its motivational impact. In contrast, only 20.3% strongly agreed that such feedback encourages their improvement. A smaller percentage, 9.8%, remained neutral while 3.5% expressed disagreement with the notion of motivating feedback. These findings suggest a critical gap in the perceived effectiveness of supervisor feedback, indicating the need for improved feedback strategies to enhance employee motivation and performance. Overall, the results highlight the importance of effective supervisory communication in the workplace

The research findings reveal a significant demotivation among respondents regarding their work goals. A majority, 32.9%, strongly disagreed with the statement that they feel motivated to achieve their work objectives, indicating a prevalent sense of disengagement. In contrast, only 14.5% of respondents strongly agreed with the motivation statement, suggesting that very few individuals are genuinely inspired to pursue their professional aims. Additionally, 24.3% of the participants expressed disagreement with the motivation assertion, while 7.7% remained neutral, indicating a lack of strong feelings either way. These results underscore a concerning trend of low motivation levels within the workforce, which could have implications for productivity and organizational success. Addressing the factors contributing to this widespread demotivation may help enhance engagement and drive performance among employees, fostering a more motivated and productive work environment. Further investigation into the specific causes of demotivation is recommended to develop effective intervention strategies.

The research findings indicate a significant dissatisfaction regarding recognition in the workplace among respondents. A substantial majority, 42.2%, either strongly disagreed (20.2%) or disagreed (8.4%) with the statement regarding satisfaction with recognition. Conversely, only 21.5% expressed strong agreement, highlighting a disparity in perceptions of acknowledgment. Additionally, 34.3% remained neutral, suggesting ambivalence or indecision about their satisfaction levels. These results underscore the need for organizations to enhance recognition practices to improve employee

satisfaction and engagement, as a significant portion of the workforce feels undervalued. The findings point to potential areas for development in employee recognition strategies

The study's findings reveal that a significant majority of respondents (2.8%) strongly disagree with feeling a strong sense of commitment to their team's success, highlighting a lack of engagement. In contrast, only a small fraction (22.4%) strongly agree with this sentiment. Additionally, 8.4% of participants remain neutral, while 3.5% express disagreement with their motivation to achieve work goals. These results suggest that overall team commitment and motivation are weak, indicating a need for strategies to enhance team cohesion and individual commitment to organizational objectives.

The study revealed that 63% of respondents strongly disagreed with the notion that their daily tasks and responsibilities are challenging and stimulating, while only 10.5% strongly agreed. Additionally, 14% disagreed and 7% remained neutral, indicating a significant overall dissatisfaction with the stimulating nature of their current responsibilities.

The research revealed significant dissatisfaction among respondents regarding their work environment. A predominant 63% strongly disagreed with the statement of satisfaction, while only 14% expressed strong agreement. Additionally, 10.5% disagreed, and 7% remained neutral. These findings indicate a concerning trend of overall discontent within the organization, emphasizing the need for improvements in workplace conditions and employee satisfaction.

Findings highlight the significant relationship between motivation and job satisfaction, leading to lower turnover rates and enhanced business performance at the company.

5.5 CONCLUSION

The findings of this study suggest that Vanguard Life Assurance Company Limited has made notable progress in enhancing employee performance through the recent implementation of new reforms and regulations tied to motivation practices. The company has established robust structures and mechanisms to ensure that these motivational practices effectively support and improve employee performance. Notably, four key elements of motivation practices emerged as significant predictors of

enhanced employee performance, indicating the effectiveness of these strategies. The company benefits from a well-sized and highly independent board, as well as board members and management with substantial expertise and experience, which collectively reinforce strict adherence to regulatory standards. These qualities contribute to effective oversight and a well-managed organizational environment, providing Vanguard Life Assurance Company Limited with a stable foundation for smooth and secure operations.

5.6 RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed

- 1) Motivation plays a fundamental role in improving employees' performance; hence management should be committed to put in place appropriate incentive plans that will encourage workers to be more purposeful and improve their performance.
- 2) Organizations should not rely solely on salary, bonus or other monetary and non-monetary incentives to motivate the diverse workforce due to the limitations it brings.
- 3) Managers should also give full attention to their employees and take interest in their working process.
- 4) Organizations should design their rules, policies and organizational structures that facilitate the employees to work well and appreciate them in order to achieve tasks fulfillment.

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QUESTIONNAIRE

APPENDIX

We are Bachelor of Technology in Secretaryship and Management Studies at Koforidua Technical University undertaking research on the topic, ' The influence on employee's motivation on job satisfaction (a case of vanguard life assurance company limited) We therefore solicit your help to take a few minutes of your time to respond our questionnaire. The information you avail in this

Questionnaire will be used for strictly academic purpose and confidentiality is

Assured.

Thank you.

Demographic Information:

1. What is your age?

- (a) 18-25

- (b) 26-35

- (c) 36-45

- (d) 46 and above

2. Gender?

- (a) Male

- (b) Female

3. Educational Background

a.SHS

b.SSSCE

c.Certificate

d.HND

e.First Degree

f.Masters Degree

3. How long have you been employed at Vanguard Life Assurance Company Limited?

- (a) Less than 1 year

- (b) 1-3 years

- (c) 4-6 years

- (d) More than 6 years

4. What is your current job position?

.....

5. What is your highest level of education?

.....

A. Job Motivation:

1. Are you motivated to achieve your work goals?

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

2. I am satisfied with the level of recognition I receive from my work.

a) Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

3. I feel a strong sense of commitment to my team's success

-(a)Strongly disagree

-(b)Disagree

-(c) Neutral

-(d)Agree

(e)Strongly Agree

4. The feedback I receive from my supervisor motivate me to improve

-(a)Strongly disagree

-(b)Disagree

-(c) Neutral

-(d)Agree

(e)Strongly Agree

5. I find my daily tasks and responsibilities to be challenging and stimulating.

-(a)Strongly disagree

-(b)Disagree

-(c) Neutral

-(d)Agree

(e)Strongly Agree

A.Job Satisfaction:

1. I am satisfied with the overall work environment in my organization.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

2. I am satisfied with my current level of compensation and benefits.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

3. Do you feel that your work contributes to your personal growth?

- (a) Strongly agree

- (b) Agree

- (c) Neutral

- (d) Disagree

- (e) Strongly disagree

4. I feel valued and appreciated for the work I do

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

C. EMPLOYEES INFLUENCE ON JOB

1. I feel confident in my ability to influence decision within my team.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

2. I inspire my colleagues to achieve their best work.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

3. I actively help others improve their performance.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

4. I am often looked for guidance by my colleagues

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

D. EMPLOYEE'S ROLE

1. My role aligns with my skills and strength

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

2. I have autonomy to make decisions with my role.

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree

3. I am confident in my ability to fulfill the demands of my role

-(a)Strongly disagree

-(b)Disagree

-(c)Neutral

-(d)Agree

(e)Strongly Agree