UNIVERSITY OF CAPE COAST

EMPLOYEE MOTIVATION ON COMMITMENT TO WORK IN

SEKYERE PRESBYTERY OF THE PRESBYTERIAN CHURCH OF

GHANA

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GHANA

BY

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DECLARATION

Candidate's Declaration

I declare that this dissertation, with the exception of quotes and references found in published works all of which have been established and duly acknowledged, is entirely my own original work and has not been applied for another degree elsewhere, either in part or in full.

Candidate's Signature:... Date:..........................

Name: Emmanuel Kwame Kwakye

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation have been supervised in compliance with the University of Cape Coast guidelines on dissertation supervision.

Supervisor's Signature:... Date:........................

Name: Dr. (Mrs.) Elizabeth Cornelia Annan-Prah

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ABSTRACT

The research examined the effect of employee motivation on commitment to work at Sekyere Presbyterian Church of Ghana. The research design for the study was a descriptive survey design. 160 participants (consisting of Reverend Ministers, Catechist, and the full-time staff at the office of the Presbytery) were selected through a simple random sampling technique using random assigned numbers. Collection of data was done with the help of questionnaires. The study results revealed the staff of Sekyere presbytery were both intrinsically and extrinsically motivated. In addition, the study demonstrated a high degree of commitment among the workers of the Sekyere Presbytery. Sekyere Presbytery Church workers were motivated to a degree that has influenced their commitment to the Church and their respective duties toward the Church activities. There was a statistically significant correlation between the motivation of the Sekyere Presbytery workers and their commitment to work. It was concluded that, workers of the Sekyere Presbytery are highly intrinsically and extrinsically motivated hence a high level of commitment to the church's activities. It was therefore recommended that the systems put in place to motivate workers should be maintained to ensure continual commitment on the part of the staff.

KEY WORDS

Motivation

Commitment

Intrinsic

Extrinsic

Presbyterian Church

ACKNOWLEDGMENTS

DEDICATION

To my wife Millicent Kwakye (Mrs.) and daughters Lovia, Esther and Gifty

Kwakye.

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CHAPTER ONE

INTRODUCTION

This research examines the role of motivation on commitment to work at the Sekyere Presbyterian Church in Ghana. The introductory chapter discusses the general context for the study, description of the problem, purpose of study, research questions, and significance of study, delimitations and limits, interpretation of terms of the research and organisation.

Background to the Study

Mutual knowledge, aptitudes and expertise as considered to be a significant source of competitive advantage for organisational development, change and employee efficiency (Armstrong and Baron, 2002). Any organisation's human capital is a valuable asset. In the same vein, the organisation's growth and competitive power as put forward by Aydogdu and Asikgil (2011) is the quality of its employees and depends on committed, motivated, happy and creative human resources. Therefore, employers maintaining talented employees through various motivational strategies is important (Wallis, Winternitz & Birt, 2004).

One of the most significant components of efficiency and productivity of workers is employee motivation (Mullins, 2007). As such, employers worldwide are so much concerned to keep their workers or employees motivated. Mumtaz and Hasan (2018) affirm that motivation is essential to the engagement and efficiency of workers, which increases the quality of work results and productivity

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Motivated workers are more efficient, more aggressive and able to assume additional responsibilities. Zakaria (2011) believes that a motivated staff member is a successful staff member who can work well for an organisation. Organisational workforce that is well motivated has a sense of value and performs its respective duties efficiently and effectively.

Motivating an organisation's workforce to work more efficiently towards achieving its objectives is perhaps one of the most important management activities (Williams, Owusu-Acheampon & Edusei 2015). Aborisade and Obioha (2009) consider motivation as all that a manager needs to influence individual behaviour and direction toward job commitment. The intrinsic and extrinsic are two primary forms of motivation. While the individual's intrinsic rewards are less tangible, such as healthy relationships, important work, expertise, choice and progress (Renard & Snelgar, 2016) external motivation such as salaries, bonuses, medical insurance, pension benefits, promotion and incentives are more tangible and external (Renard & Snelgar, 2016). Motivation is therefore the degree of creativity, energy and commitment employees work for themselves.

According to Newman and sheik (2012), the attitude of employees towards their work and organisation in which they work may be influenced by the organisation's rewards. Managers use a variety of motivating techniques in and outside Ghanaian industries; combine intrinsic and external motivation (e.g. salaries, company policies, benefits, managerial and coworker relations) to promote employers and employee cooperation and enable certain employees to

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meet certain requirements such as occupational safety and career interest and respect between them (Williams & Acheampong, 2015).

Organisational commitment is interpreted by Sukmadi, Tunas, and Khalid (2019) as a prerequisite for which an individual is associated and wishes to remain a member of a particular organisation. This is likewise It is seen as a move towards coherent activity on the basis that the person understands the expenditure associated with the discontinuity (Göncü Köse, & Metin, 2018). Three key forms of commitment advanced Meyer and Allen (1993) includes; "affective, normative and continuance". The affective commitment indicates the relationship that the individual employee has developed, involves and is satisfied with an organisation's emotional connection. The duty of one to remain with the company is a normative commitment (like the psychological contract with an employee). It refers to the value of employees for the company (Göncü Köse, & Metin, 2018); with continuance commitment being the option of the best interest of the person to remain with the company despite the cost of departure.

Studies like Igbal (2010) proved an affirmative effect of organisation's commitment on employee efficiency and organisational progress. Irefin and Mechanic (2014) noted that normative participation has a positive connection with employee success within healthcare organisations and other industries. The employees of a factory demonstrated a positive correlation between affective commitment, sustained commitment and employment success (Ozutku, 2008). Committed workers are likely to focus on assignments and accomplish those targets relative to uncommitted workers (Göncü Köse & Metin, 2018).

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Experts typically agree that motivated and committed workers are more imaginative than their non-motivated colleagues and frequently come up with new ideas (Shaheen & Farooqi, 2014). In other words, proper motivation and committed workers with a standard level of dedication to jobs are an enormous asset for any company. . As Mumtaz and Hasan put forward, if staff were motivated, then organisation can achieve the necessary results that can improve the understanding of the motivation and commitment relationship. Service quality delivery and employee behavior such as job involvement, loyalty and commitment are dependent on staffs (skilled or unskilled) motivation as Bentley, Coates, Dobson, Goedegebuure, & Meek, (2013) reported. Commitment to work with motivation are essential to the performance of the organisation. As indicate by Dugguh and Dennis (2014), without persistent commitment of organisational members, organisational goals and objectives are not achievable.

In Ghana, some researches have examined the relationship between employee motivation and commitment. According to Afful-Broni (2012), lack of employee motivation leads to reduction in performance of even high performance at work as a result of low morale. In addition, Afful-Broni asserts that low employee morale is as a result of low remuneration, lack of facilities to work with and no clear cut career progression. Other studies such as Bonsu and Kusi (2014) also conclude that low motivation such as low salary, poor human resource management, and poor working conditions encourage poor performance and high labour turnover in the government sector. This study's implication is that worker motivation is key to employee commitment. Forson

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and Essel (2012) investigated how financial incentives and non-financial incentives could encourage workers to achieve high productivity.

The church can motivate its employees both intrinsically and extrinsically by providing a mixture of conducive external work environment and interesting work task to the employees. Tella, Ayeni & Popoola (2007) believes that, effective motivation at the different levels within the company is essential to guarantee that workers are happy and dedicated to their work. Thus applying combinations of providing external rewards, interesting and challenging job, PCG could have its employees properly motivated to promote employee commitment in a manner that could facilitates the achievement of set goals.

Religious bodies like any other organisation has a number of workers that seek to improve the betterment and continual growth of the organisation. The type, number and composition of workers are highly dependent on the church's structure. In most cases, workers in the religious entities either receives noting or little in terms of remuneration. Church staff work for the love of God and humanity however, there are other factors that gives them that drive to do more of what they do.

Some studies (Beyer, Becker & Vandenberghe, 2004; Shaheen & Farooqi, 2014; Williams & Acheampong, 2015) have been carried out on employee motivation and commitment. Albeit the existence of these studies, one can realize that more of the works were foreign based and most of the studies captured different populations as compared to the influence of

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motivation on employee commitment that this study is looking at, and Sekyere Presbytery being integral part of the PCG, there is the need for this study.

To assess the relationship between motivation and staff commitment at Sekyere Presbytery of Ghana, Herzberg theory of motivation was adopted to explain this relationship. The researcher is of the opinion that, this theory being the basis or the core theory that underpins the study is essential to ascertain how hygiene factors (the variable dissatisfies; extrinsic) and motivators (variable satisfiers; intrinsic) motivate the employees of the Sekyere Presbytery of the PCG. It is important because motivation is considered to be the main agents for organizations' success and performance in this age of globalization and competitiveness (Iqbal, Ahmad, Haider, Batool &Ul-ain, 2013). According to Avey, Reichard, Luthans and Mhatre (2011), Herzberg et al. argue that, the hygiene considerations alone do not motivate and that a person needs a work with demanding content to be truly motivated.

Statement of the Problem

A 10% annual figurative growth target was set by the Presbyterian Church in Ghana in the year 2000 (Adasi, 2012). The Church has since put in place several machinery and schemes (such as Evangelism-Vans, evangelism training and annual evangelism consultation program) to enable her achieve this vision. However, statistics from the church's annual reports (from 2001 to 2018) indicate not a single year that this target had been achieved. Several questions therefore arose, among them were whether the church is too ambitious in growth rate target, whether the church has put in place the necessary strategy and resources to achieve the set target. Are the members well equipped to embark

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on the targeted growth drive? And more importantly, are the staff well motivated and committed to drive the growth?

Research conducted locally (in Ghana) focused on other work environment such as banking and also in other geographical areas. For example, studies such as Ibrahim and Brobbey (2015), Kuranchie-Mensah and Amponsah-Tawiah (2013), Forson and Essel (2012) and Kwapong, Opoku and Donyina (2015) focused on education, mining, banking and the microfinance sectors respectively. There has been little, if any, research on motivation and commitment of workers in the religious field. This makes it imperative for a study to be conducted in the religious environment to establish how motivation influences employee commitment. Sekyere Presbytery has a role to play in the PCG's growth rate target. This research was aimed at examining the effect of motivation on the commitment of employees to the work in Ghana's Sekyere Presbytery Church.

Purpose of the Study

The study examined how workers in Ghana's Sekyere Presbytery are motivated and examined whether or not motivation influences their commitment to their organisation. Specifically, the research sought to address the following objectives.

Objective of the Study

1. Determine the extent to which employees of the Sekyere Presbytery are intrinsically motivated.

2. Determine the extent to which employees of the Sekyere Presbytery are extrinsically motivated.

3. Ascertain the level of commitment of employees of the Sekyere Presbytery

4. Assess the relationship between motivation and commitment of staff of the Sekyere Presbytery.

Research Questions

In the study, the following research questions were answered:

1. To what extent are Sekyere Presbytery workers intrinsically motivated?

2. To what extent are Sekyere Presbytery workers extrinsically motivated?

3. What is the level of commitment of staff at Sekyere Presbytery?

4. What is the relationship between motivation and employee commitment?

Significance of the Study

The study will contribute to a better understanding and impact on organisational behaviour for Sekyere Presbytery leadership (as part of the PCG). The knowledge should aid the Presbytery to build an enabling environment to inspire and involve workers to support the direction of the Church. Church staff should now have a greater understanding and knowledge of the issues that keep them working and properly handling them.

Consequently, the outcome of the research complements the subject area's minimal literature, serving as a foundation for those seeking to advance knowledge in both academia and other fields by conducting further or related research in Ghana and the religious sub-sector on employee motivation and commitment.

Delimitation

This research was primarily concerned with the Sekyere Presbytery on the degree to which staff motivation influences their commitment to giving their

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best to help the church to achieve its vision, mission, and goals. The Sekyere Presbytery has fifteen (15) pastoral districts and the analysis investigated the motivational effect of these fifteen pastoral districts on workers commitment. All the staff of the 15 pastoral districts were included in the church.

Limitation of the Study

Notwithstanding the contributions of the study to knowledge, certain methodological weaknesses were present in the study. Such drawbacks included the study's tendency toward a single (deductive) approach to analysis and the use of only one (questionnaire) instrument for data collection. More specific observations and generalizations may have been supported by various methods and instruments. The limitations mentioned, however, will in no way affect the study's results.

Organisation of the Study

This research consisted of five chapters. The introductory chapter introduces the analysis by presenting contextual information on issue, goal, and research questions in the thesis statement. It also dwells on the sequences and the structure, the scope and limitations. Extant review of relevant literature is captured in chapter two. It examined ideas underpinning research, principles and interaction. The chapter again study several empirical research and explore the conceptual context regarding the motivation and employee commitment relationships.

Chapter three addresses the study's investigative methods. It describes and demonstrates why such methods of analysis have been chosen for the study. It also covers data sources, techniques for sampling, and instrumentation

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adapted in this research. Besides the method of data collection and ethical considerations, the sample population and the nature of the research are also discussed in chapter three. Along with the discussions, chapter four presents results and discussion of the study. In order to make recommendations and suggest potential directions for the study, the chapter again provide the basis for interpreting the research findings.

Chapter five summarizes the entire study and conclude. The requisite suggestions are made from the results to advise policy action and guidance in order to provide the PCG with effective motivation strategies.

CHAPTER TWO

LITERATURE REVIEW

The focus and guidance for proper understanding of this research was supported in this chapter by a review of relevant literature. The chapter discussed the principles of motivational effect on commitment to work and likewise discussed related studies done on the degree to which motivation influences commitment of employees. The main significance of the chapter enhances understanding and answers to the research questions situated in theoretical context.

Theoretical Review

Managers need to ensure that effective motivational systems are in place to ensure employees are happy and committed. Over the years, hundreds of motivating theories have been developed to try and figure out what motivates people's behavior, how and why. According to Mukerji (2014), social scientists have been researching motivation for decades with the establishment of human organisations, seeking to find answers to what motivates an individual most in the organisation. This study is grounded in the Frederick Herzberg theory of motivation.

Herzberg's Two Factor Theory

The Herzberg's two factor theory was propounded by Frederick Herzberg in the year 1959. This theory was propounded on the premise that job satisfaction and dissatisfactions comes from different factors and these factors are not opposing reactions to the same factors. Thus he indicated that the absence of factors that results in satisfaction does not automatically results in

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dissatisfaction. Other contributors of this theory are Mausner Bernard and Snyderman Barbara.

The theory of motivation is advanced as the two-factor motivation theory (Mukerji, 2014). The two-factor job related factors as Herzberg asserted are hygiene factors and motivational factors which could be used to explain the relationship between motivation and commitment (Saleem, Mahmood & Mahmood, 2010). Motivator dynamics are those that offer contentment and inspire employees to work harder. Examples of this may include appreciating the work you do, feeling valued and making progress in your career. Hygiene factors are those when absent may result in frustration and lack of motivation. These include compensation, business rules, benefits, and manager and employee relationships (Avey, Reichard, Luthans & Mhatre, 2011).

From the findings of Herzberg, Mausner, Snyderman, Herzberg, Mausner, Snyderman, and Arensberg (1959), although motivation affects both motivator and hygienic variables, they appear to work autonomously. Although motivator factors improve employee satisfaction and motivation, their absence doesn't cause discontent automatically. Likewise, there appears to be nothing that can increase hygiene factors but their lack increases the likelihood of dissatisfaction (Mukerji, 2014). The hygiene factors which satisfy lower levels of needs differ from those which satisfy or partially meet higher needs, according to Herzberg et al. (1959). When hygiene factors such as working conditions, wages and incentive compensation (i.e. outside the workplace itself) are inadequate, employees are similarly unsatisfied.

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What Herzberg calls "employment satisfiers" has to do with job quality and what he calls "job dissatisfiers" has to do with work sense (Avey, Reichard, Luthans, & Mhatre, 2011). The two factor theory of Herzberg provides a twofold spectrum: hygiene factors that are vital to a steady degree of individual satisfaction. The theory outlines the factors driving workers through the recognition of their individual needs and desires. The factors of dissatisfaction are called hygiene, and the factors of satisfaction are "motivators" (Chapman, 2017). The description of Herzberg's two-factor motivation principle is summarized in Table 1.

Table 1 - *Herzberg's Motivator and Hygiene Factors*

Satisfiers	Dissatisfies
Achievements	Company Strategy
Acknowledgement	Management
Act on your own	Salary
Responsibility	Work Condition
Progress	Interactive relations
Progression	Rank
	Job safety
	Individual Life

Source: Herzberg et al. (1959)

Herzberg indicated that workers should be guided not by external principles, but by internal values. This implies that motivation is created internally and guided by variables inherent in Herzberg's work. The achievement, approval, job satisfaction, dedication, achievements and growth

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are examples of intrinsic motivators. On the other hand, Sarpong and Maclean (2015) agree that lack of motivational elements may not lead to dissatisfaction, but their presence may encourage employees.

Dessler (2013) asset that introducing some of these hygiene considerations (e.g. incentives) into the job is an inferior way to try and motivate someone because it easily satisfies lower-level needs. The suggestions of Bassett-Jones and Lloyd (2005) are that eliminating the triggers (through hygiene factors) of dissatifaction does not contribute to happiness, but to neutrality. But only by intrinsic factors would there be motivation.

The two-factor theory of Herzberg is yet another historically significant addition to the theories of motivation for work material. In a historical sense, a thorough study of Herzberg's two-factor theory remains important and it still makes practitioners intuitive sense. Yet Herzberg's theory over-simplifies the dynamics of job motivation from an empirical viewpoint (Avey, Reichard, Luthans, & Mhatre, 2011). Reacting to the Herzberg's et al. (1959) claim that "the most successful way to promote motivation is to enhance the quality of work itself". Cook and Hunsaker (2001) argue that the majority of jobs were fairly organized and repetitive at the time the theories were advanced and that, therefore, the best motivating strategies were to increase employment. To Niebuhr (1995), Herzberg suggests that happiness and motivation are basically the same, but it is well recognized that motivation is always the product of dissatisfaction, therefore it is risky to draw conclusions on what motivates workers on the basis of what satisfies them.

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The role of Herzberg's motivation theory (as classified as satisfiers and dissatisfies in Table 1, Herzberg et al. 1959) in the analysis is that managers and management in companies are attuned to factors that influence workers at workplaces. From the theory, it can be said that integrating both intrinsic variables (satisfiers) and extrinsic variables (dissatisfies) is the most efficient way to consider motivation factors at work.

Regarding this study, the researcher is of the opinion that, this theory being the basis or the core theory that underpins the study is essential to ascertain how hygiene factors (the variable dissatisfies; extrinsic) and motivators (variable satisfiers; intrinsic) motivate the employees of the Sekyere Presbytery of the PCG. It is important because motivation is considered to be the main agents for organisations' success and performance in this age of globalization and competitiveness (Iqbal, Ahmad, Haider, Batool &Ul-ain, 2013). According to Avey, Reichard, Luthans and Mhatre (2011), Herzberg et al. argue that, the hygiene considerations alone do not motivate and that a person needs a work with demanding content to be truly motivated.

Concept of Motivation

To explain the principle of motivation, various motivation theories are developed. The word "motivation" simply refers to the Latin term "move" (Avey, Reichard, Luthans, & Mhatre, 2011). Ramlall (2004) and Al-Madi, Assal, Shrafat & Zeeglat, (2017) defines employee motivation as a desire to aim strongly for organisational goals based on the opportunity to satisfy individual demands. Motivation is an activity that promotes an individual to take a course of action that leads to a goal or meets psychological needs (George & Sabapathy

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2011). Motivation is a desire or willingness of a person to change his or her behavior and leads him or her to specific aims. (Iqbal, Ahmad, Haider, Batool &Ul-ain, 2013). Motivation is a set of active powers that function both internally and externally. For the purpose of this work, motivation is a collection of active forces which are activated both from within and outside of the individual that causes him or her to act in a particular way.

Types of Motivation

Herzberg (2003) indicates that two main factors, extrinsic and intrinsic, are involved in motivation. The two kinds of motivation are intrinsic and extrinsic, as stated by (Dwivedula, & Müller, 2011; George & Sabapathy 2011). That is to suggest that employees can derive motivation either internally (intrinsically) or externally (extrinsically). Motivation can be understood to be produced by two independent, but interrelated sources, not just by primary and learned secondary needs. One way to classify all origins as intrinsic or extrinsic is to label them. It should be noted that these two forms of motivators are not entirely different. Avey, Reichard, Luthans, and Mhatre (2011) noted that, there are several of the intrinsic and external component of motivators.

Intrinsic Motivation

Intrinsic motivation is a valued experience directly derived from their job tasks by a single employee (Al-Madi, Assal, Shrafat & Zeeglat, (2017). The connection between the performer and the job is obvious as reported by George and Sabapathy (2011). Iqbal et al. (2013) describes motivation implicitly as an action or activity requiring a person to be able to feel self-determined. Jefferson (2018) put great emphasis on the fact that the intrinsic variables include the

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sense of engagement, interesting jobs, advancement in professions and promotion. Intrinsic motivation is about doing something for reasons that are internal to the person, thus it is done for self-gratification and not for the anxiety of a consequence (Burton, 2012).

Herzberg's (2003), intangible intrinsic factors include appreciation, acknowledgement and obligation, freedom of practice, willingness to develop and use knowledge and skills, enticing and challenging opportunities for work and growth. The feeling of success, achievement and ability resulting from the work and it's relation to the "psychological" rewards are examples of intrinsic motivator (George & Sabapathy, 2011). It ensures that the success incentive is inside the behavior itself and does not require external stimuli to control the behaviour, but rather self-generated stimuli that cause individuals behavior in a specific direction in one way or another.

Herzberg (2003) assert that, there would be satisfaction and high motivation among the workers when they are happy with the intrinsic factors. They have the ability to perform the definite tasks or to achieve the purpose of these tasks efficiently (Mohsen, Nawaz, Khan, Shaukat & Aslam, 2004). Intrinsic motivation impacts the quality of life in the workforce deeper and longer lasting as people are natural and not compelled to leave the workforce (Armstrong, 2006). Implication for the study is that, employers have to focus attention on the intrinsic factors if they want to motivate workers (Herzberg, 2003).

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Extrinsic motivation

Extrinsic motivation according to George and Sabapathy (2011) is "tangible" rewards. Employees who derive their motivation externally usually do not enjoy the activities, but are motivated by other incentives, compensation, promotion, praise or adverse consequences they try to prevent. Thus, tasks are performed due to extrinsic motivation. Luthans (2011) argues that extrinsic motivators are distributable to others (or agents) and are observable. Extrinsic motivators are required to attract and retain people in the organisation. They are also often used to encourage workers to hit higher standards or to accomplish new goals. According to Herzberg (2003), there would be job dissatisfaction when employees are unhappy with the extrinsic factors. Extrinsic motivators will function instantly and effectively but not usually last for long time (Armstrong, 2006). Herzberg (2003) describes the causes of extrinsic motivation factors such as pay, benefits, institutional policies, supervisory efficiency, physical working conditions, administrative practices and satisfaction at a job.

The impulse of these definitions is that intrinsic motivation is founded on what the individual's cravings and aspirations are. These cravings or aspiration for something is what serves as a vehicle to carry him/her to put the best in him/her to accomplish the given goal. Likewise, extrinsic motivation is focused on what consequence or outcome the person expects from his / her action. For example, if the individual's desire is to see to it that, one bag of a particular product is produced in a day, he/she would be motivated intrinsically to put in the best effort to get that job done. With the extrinsic motivation, the

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person would only do that if it would lead to high pay or reward. Thus, the higher reward is what motivating him/her to get the job done. Burton (2012) claims that an increase in extrinsic motivation decreases intrinsic motivation. This is because, instead of performing a task for personal satisfaction, the individual now looks for external reward. The implication is that there should always be a combination of the two types of motivation for one to perform his/her task.

Concept of Employee Commitment

In almost every field of human life, the word "commitment" is significant, and employee commitment has long been recognised internationally for the value of employee involvement at work (Mohsan, Nawaz, Khan, 2012). The success of the organisation is dependent on employees' commitment and the best means to recruit new staff is to involve existing staff with the company who are committed (Rizwan & Saif-Ur-Rehman & Yasin 2012). Organisations in today's environment face various uncertainties and pressures. They have made commitment to their growth processes and with a view to producing the desired outcomes in the course of their corporate life (Iqbal et al, 2013). When organisations recognize the nature of commitments and the way they influence actions and attitude, they will be better able to predict their effects and handle them more effectively (Fornes & Rocco, 2013).

Becker (1960) and Benziane (2017) define commitment as a continuing tendency to participate in certain activities within the organisation as a result of investment of the individual within it. According to Williams and Acheampong (2015), the relative intensity with which an individual identifies and participates

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in a particular organisation is dependent on employee commitment as an attachment and loyalty. It consists of three factors: (1) a deep desire to remain an association member; (2) a deep interest in and appreciation of the values and objectives of an organisation; and (3) readiness to make concrete contributions on behalf of the company. Commitment describes the degree to which the individual makes commitments or binds himself to a series of conducts, encouraging him to act (Fornes & Rocco, 2013).

Commitment affects both the company and the employee at two levels. First, the corporate commitment, which is a commitment of employees to their organisations both psychological and emotional (Fornes & Rocco 2013). Individual employee engagement is the psychological and emotional connection between supervisors, employment, work groups, or teams, employees and superiors (Cohen, 2003). Organisational commitment is the measure of the strength and alignment of the employee with the goals and values of the company and the supervisor. Effective people in the organisation, make extra efforts, want to be part of the enterprise, protect corporate assets and express client goals and values (Mowday, Porter, & Steers, 2013).

An organisational employee commitment is a deep belief and recognition by the person of the goals and the ideals of the work of the organisation, with a robust craving to participate in the organisation (Benziane, 2017). Metin and Asli (2018) argue the organisation, as it concerns staff, client and business obligations in a significant definition. A significant problem in any organisation is the need for high organisational commitment as an employee who has a high commitment to his/her organisation may be described as

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effective, secure and always striving to satisfy the organisation's needs than less committed members (Jawahar, & Carr, 2007).

Organisations spend tremendous efforts and resources to attract, recruit and maintain a committed and constructive workforce (Macey, Schneider, Barbera, & Young, 2009). People are committed to receptivity or reward, as commitment requires investment in time, mental and emotional resources. Thus, people expect that they would receive something which is valuable in return of their commitment. For those in employment, they expect job security, good working conditions and compensation in return for their commitment. Workers commitment however, erodes when their employers fail to provide the expected returns. Metin and Asli (2018) define committed workers as people who stay with the company in both good and difficult situations, who actively engage in work and who work all the day, protecting the company's properties and its goals.

The principle of organisational engagement under these concepts can be clearly agreed and the following characteristics are evident: the aims and values of the organisation are strongly believed and appreciated. Ready to take advantage of your work to support the organisation. A deep desire to remain a part of the organisation (Benziane, 2017). Moreover, organisational employee commitment cannot be distinguished from the commitment of employees. Organisational commitment in some research is a measure of employee involvement in the workplace (Benziane, 2017).

Dimensions of the Organisational Commitment

Many studies centered on the identification of the aspect of the organisational commitment and the essence of its effect. It was well-known that three dimensions could be built up on the definition of employee commitment (Yousaf, Yang, & Sanders, 2015). These dimensions are affective, continuance, and normative commitment. This method became most commonly used instrument of organisational engagement conceptualization and evaluation (Cohen, 2007). The underlying explanations for these dimensions may be the backdrop to engagement. Understanding how people participate in an organisation has many facets, including context. A history of involvement involves acts or elements that contribute to commitment (Fornes & Rocco, 2004).

Affective Commitment

Affective commitment look at the satisfaction people have and fulfillment with the company's membership. This means that the affective commitment t is about employees' commitment to the company (Metin & Asli, 2018). Affective commitment include an affective contribution to the company and require the recognition and participation of the employee in the organiation (Meyer, Gagne, & Parfyonova, 2017). Benziane (2017) treats affective commitment as the level of feeling in terms of emotion and psychological feeling of the employee, in order to fulfill this commitment. It is formulated as a desire to stay with the corporation as it needs them to do so (Jeppesen, Jønsson and Fausing, 2012).

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Continuance commitment

Continuance commitment refers to dedication that workers understand the risk of leaving the company, and that the employees remain strongly committed to it (Yousaf, Yang & Sanders, 2015). This stipulates that the organisation will stay, as workers cannot bear the impact of leaving the organisation. Since they do not have substitutes and the workers are not interested in leaving their jobs, they prefer to stay in the business, feel that they share material advantages, and that the benefits and loss they face when they leave a company are calculated by continually dedicated employees (Benziane 2017). Employees who are strongly committed to continuity remain (Metin & Asli, 2018).).

Normative commitment

The normative commitment is about employees' contribution to the company, and highly anticipated employees think that they will continue to work as employees (Metin & Asli, 2018). For Meyer and Allen (1991) and Meyer, Gagne and Parfyonova (2017) normative commitment mirrors an assertiveness of obligations for staying in a company and can be extracted both from the willingness to make corporate contribution an employee and the socialization impact of a corporate allegiance to cultural norms (Al-Sada et al. 2017). As a result, employees dedicate themselves to the company with their normative commitment, culture and work ethic. The organisation is connected by feelings of duty and responsibility of employees with strong prescriptive engagement (Metin & Asli, 2018).

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Relationships between Motivation and Employee Commitment

Mohsan, Nawaz, and Khan (2012) suggest that staff motivation and commitment play a key role in an organisation's performance. Tella et al. (2007) believe in successful commitment to ensure workers are happy and committed to work at different levels of the firm. A strong association of commitment with motivation was found in the study by Sahibzada and Warsi (2009). Sahibzada and Warsi (2009) suggests that the motivation for work is highly positive in connection with organisation, and that clear motivating approaches to employee satisfaction and commitments in the company are needed. Williams et al. (2015) indicated that motivation dramatically impacts employee commitment. Management also needs to take motivational factors into account and develop effective methods to empower workers to achieve high performance.

Iqbal, Ahmad, Haider, Batool &Ul-ain, (2013) have found that motivation and the engagement of workers are in direct relation to one another. They argue that if employers successfully use motivation it will lead to greater or sustained commitment from employees to the company. Warsi et al. (2009) found in their study that job motivation are closely associated with organisational performance. The organisational commitment and willingness to work are interrelated according to George and Sabapathy (2011). Kiss, Danis and Cavusgil (2012) found that employee motivation has a high impact on employee commitment. Employers must track the workers, in order to obtain employees' involvement, to know what motivate and satisfy them. Concurring motivation for companies not empowering its workers is higher (Iqbal et al. 2013).

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The Al-Madi et al. (2017) study revealed that workers have a significant effect on organisational performance (affective, normative and continuance). The findings have demonstrated that the relationship between employee motivation and affective commitments is highest, with normative commitments. The motivation of employees in Al-Madi et al. (2017) study shows a significant impact on regulated organisational enterprises. The regulatory commitment of the organisation will increase depending on the motivation of employees and vice versa if the motivation of the employee decreases. The employee benefits from an organisational affective commitment. Employees who are strongly affective, feel less pain, while working longer and harder than non-persons. Affective commitment promotes motivation and lower work-related physical stress psychologically (Fornes & Rocco, 2004).

Empirical Review

Research evidence on how intrinsic motivation can be improved is growing, Luthans (2011). Yousaf, Yang and Sanders (2015), have done a study on impacts of intrinsic and extrinsic motivation on the role of the Pakistani professionals and on their contextual performance; they recognize the multidimensional critical motivation. According to Bredillet, Dwivedula, & Müller (2011), the discussions on the internal and external motivation find a multidimensional conception of job motivation. Yousaf, Yang and Sanders (2015) assert that hundreds of laboratory and field studies distinguished people with extrinsic orientations. Bakay and Huang (2010) reported on the two different driving variables: the intrinsic and the extrinsic. However, Lutherans

(2011) argue that these two groups of engineers are not completely separate and that there are several motivators with inherent and extrinsic components.

In its analysis of the role of employee motivation in the banking sector at Déra Ghazi Khan, Pakistan, Iqbal et al. (2013) argue that staff commitment is a major problem for present-day organisations. They have conducted a study by 45 bank employees in Dera Ghazi Khan and found that the bank's incentive to please employees must be strengthened. It is consistent with McShane and Glinow (2008) that inspired workers are prepared to make a special effort.

Williams et al. (2015) carried out a study on the effect on employee commitment of the Société General Bank (GSSB) employees at Accra Ghana with two hundred (200) employees. Its findings show that 145 participants (72.5%) see appreciation as their motivation by superiors. Furthermore, 152 (76%) believe strongly that they earn a currency premium other than salaries. Furthermore, 144 (72%) strongly agree that promotion is a significant aspect for increasing workplace moral performance and 140 (70%) strongly agreed that preparation improves their capacity to do so. According to Williams et al (2015), Herzberg's motivating hygiene theory is supported by the results, in that the most effective incentive approach is to create a goal and a chance to accomplish the task itself. All factors which Herzberg considered as hygiene factors to contribute significantly to his motivation do not alone motivate his presence but would de-motivate his employees (Herzberg et al., 1959).

Al-Madi et al. (2017) investigated the impact of employee motivation on organisational engagement with 97 participants representing C-Town Retail Stores and Sameh Mall employees in Jordan. Their results demonstrated that

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most workers chose tactful discipline as their best source of inspiration and felt the good way in which their colleagues were treated and behaved. The second priority is supervisory assistance for personal issues based on the findings that demonstrates the importance for participants of good organisational relations. The last three variables of the report were the celebration of public service for a well-functioning career, monetary rewards for a well-functioned career, and good pay, all of which reflected a lack of appreciation, wages, and benefits. In their studies of the hotel workers' motivation in the US and Canada, Al-Madis et al. (2017) found to include: good pay, safety at work, support for organisations and growth; good working conditions and good work conditions; an enjoyable work climate, complete appreciation of the work done, loyalty to staff; a feeling of being "at home" with friendly help.

Yousaf, Yang and Sanders (2015) argue that some environmental factors can to some degree thrive or decrease employee motivation intrinsically or extrinsically, but they are unable to alter employee motivation. Furthermore, Callahan, Brownlee, Brtek and Tosi (2003) validate their results by predicting the different types of motivational approach to the various types of success in their research. Various approaches for motivation will yield different outcomes, and managers need to consider their employees' different needs when designing their human resources strategies. Staff may vary based on their level of need in their motivational orientation. Employees should also carefully choose employment after assessing their guidelines (Yousaf, Yang and Sanders, 2015).

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Organisational engagement was one of the most significant subjects in recent decades for organisational behavior (Bahrami, Barati Ghoroghchian, Montazer-alfaraj & Ezzatabadi, 2016). Williams et al. (2015) found a positive correlation between dedication, supervision, engagement and satisfaction at the GSSB in Accra Ghana. If you are happy with your job, you are very committed (Jawahar & Dean, 2007). Williams et al. (2015) found that 150 (75%) of those surveyed strongly support their values and that their beliefs were compatible with the bank's values.

In addition, several of the workers with a commitment below the average point were noticed by Lee and Chen (2013). The study shows that the workers had no strong confidence in the organisation's principles and beliefs. The employees always hesitate to represent the company in business transactions and are not confident whether the company will continue to work with it. In the study of 200 hospital staff working on physical care, Lopopolos (2002) has shown the negative correlation between organisational participation and position disputes, tasks overload and position uncertainty. When roles are not well defined, employee's commitment level falls. This suggests that if the responsibilities of workers are not clearly defined, their commitment to work will be affected (Williams et al., 2015). Low rates of engagement may be indicated by the lack of reliable strategies to relate human resources growth programs to increased employee engagement. (Fornes & Rocco, 2004).

Al-Madi et al. (2017) also found that the workers of the C-Town Retail Stores and the Sameh Mall in Jordan had little affective commitment. They responded to statements; "I feel a strong sense of belonging to this

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organisation", "I feel like this organisation is "part of my family," which means that staff feel emotional about their organisations. Moreover, the score in affective engagement was lower, "I will be very happy to continue my work in this organisation." This shows that the present organisation wants to leave. The findings of the study conducted at Sonelgaz rural company in the Bechar area by Benziane (2017) show however that everyone involved has a strong commitment and an affective commitment overrides the other aspects. Yousaf (2017) findings show that the affective commitment affects the attitudes towards organisational change directly and positively. The consequence is that more workers are aware of their departments' identity, involvement and emotional relation.

Al-Madi, Assal, Shrafat and Zeeglat (2017) once again found that respondent were underpropped. The response from statements such as "Right now, stay in this organisation is a matter of necessity and desire" and "I think I have too few options for considering leaving" shows the strong desire of the employees to remain in the company for financial reasons, and the lack of any option encourages workers to remain in the company. Again, the study found lower value for the argument that, when I quit my organisation, "too much of my life will be disrupted." All the participants in the Williams et al. (2015) study (100%) decided to make a great deal of effort for the bank because they all understood that the commission would be paid and that their work would be paid. This is consistent with Meyer et al. (2002) argument that sustainable engagement focuses on the economic connection between the employee and the

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organisation. People approach each other because they expect reciprocation or acknowledgment (Vance 2006)

A study by Al-Madi, Assal, Shrafat & Zeeglat, (2017) demonstrated that the respondents' normative engagement with the statements was low; "I don't feel compelled, even though it would help me, to stay with my organisation", "I don't think it's right to leave", "I don't think this organisation is deserving of my allegiance if I quit this organisation now", "With my sense of forgetfulness, I wouldn't abandon my organisation" with the statement "this organisation deserves my loyalty" at the bottom of the section, showing the organisation's lack of concern for their organisation and workers thinking they are not part of their organisation.

Conceptual Review

Yin (2003) suggests you could use the theoretical ideas to help you create a framework to plan and handle your data analysis if you used established theory for formulating your research question and objectives. The fundamental concept of motivation has to do with the needs that generate a motivating force in individuals to accomplish an objective and meet their expectations. Herzberg's two-factor theory explains factors influencing the morale of workers that can be separated into hygiene and motivator factors (Saleem, Mahmood & Mahmood, 2010). It was noted that workers need not just resources and capital to inspire them. You will also need recognition, engagement, capacity building, supervision, effective leadership, achievement, obligations and incentives for growth and advancement of your career. This motivation is generally referred to the content of the job, according to Herzberg's theory. Herzberg's criteria on

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hygiene consideration of motivation include an appropriate wage, convenience, and healthy working environment, a fair policy and security of workers (Van Herpen, Pennings & Meulenberg, 2003). The basic motivational model comes from this definition.

One way of characterizing two separate but interrelated motivating factors is to mark them as either intrinsic or extrinsic motivations (Avey, Reichard, Luthans, & Mhatre, 2011). Extrinsic motives are obvious to others and intrinsic motives are developed internally. The intrinsic as well as extrinsic motivation of the Herzberg two-factor theory will generate variables. The analysis thus recognizes the synthesis of motivation being intrinsic or extrinsic. Extrinsic motivation can be seen and observed when intrinsic motivation is produced internally.

In order to rapidly produce measurable results and a strong understanding of what drives staff engagement, a supportive atmosphere can be generated (Fornes & Rocco, 2004). The behavior of the employees has been defined by what motivates them on the job. In this analysis, the motivation and the organisation's variables are evaluated, namely: affective, ongoing, normative and organisational engagement. The workplace motivation is the independent variable and the dependent variable is the employee's commitment. The conceptual structure for the analysis is shown in Figure 1.

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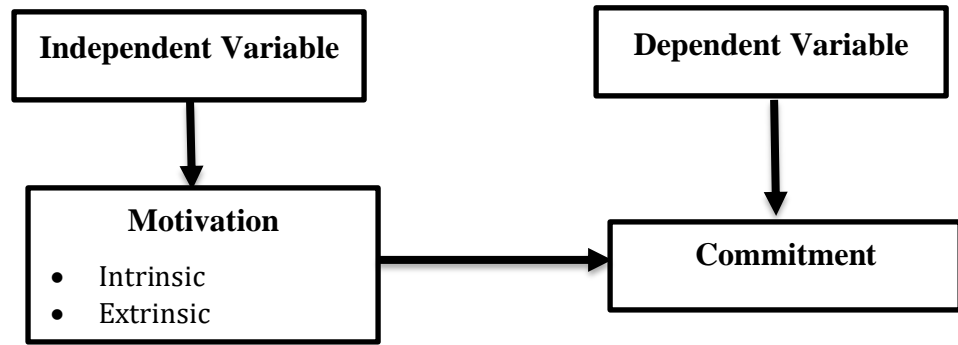
Figure 1: Conceptual Framework

Source: Authors own construct

Chapter Summary

This present study is grounded in the theory of motivation put forward by Herzberg's two factor theory of motivation. Motivation was generally view as a collection of active forces which are activated both from within and outside of the individual. Its fact, Herzberg (2003) discusses two kinds of motivation; extrinsic and intrinsic motivation were discussed. It was established from literature that commitment of employees is a significant component of every organisation. Three dimensions of commitment have been discussed to include; affective, continuance and normative. Empirical review has shown that the employee's motivation and level of commitment have a good relationship.

CHAPTER THREE

RESEARCH METHODS

This chapter provides a complete synopsis of the research methodology employed in the research which involves the use of research design , research strategy, population , sampling technique, data collection instruments , data processing and data analysis.

Research Design

In Saunders, Lewis and Thornhill (2009) view, a study design is a description of how a researcher addresses research questions. The research employed a descriptive survey method. Collis and Hussey (2013) noted that, a survey refers to a methodology in which participants are drawn from a population and studied for making population inferences. Descriptive survey is aimed at "representing an objective description of persons, events or circumstances" (Robson 2002). Descriptive surveys are a quantitative approach that involves observation and description without control of one's behavior. It is useful if the large number of samples necessary for the data analysis cannot be checked and calculated. The survey is an important method for gathering data on such social issues. The report deals with the current state of the phenomenon being investigated and attempts to establish it (Pandey & Pandey 2015).

Survey technique permits the development of quantitative data that supports quantitative analysis using descriptive and inferential statistics. In addition, the data collected by the survey method can be used to illustrate the potential relationships between variables and models. Additionally, Saunders, Lewis, Thornhill (2009) added that, descriptive survey promotes the creation of

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data evaluation and synthesis skills. The deductive and inductive method (Yin 2003) includes some of the techniques for exploratory, descriptive and explanatory analysis. The survey method is, generally speaking, related to the deductive approach (Saunders, Lewis & Thornhill (20092009).

Research Approach

This present study involved development of theories that was subject to rigorous testing. The study consequently employed a deductive method. This approach stresses the importance of describing the causal relationships between variables and gathering data from theory to data (Saunders, Lewis & Thornhill, 2009). Golafshani (2003) proposes the utilization of experimental approaches and quantitative tests for evaluating theories in researchers using rational positivism or quantitative analysis. Quantitative analysis offers the researcher the ability to familiarize himself with the question or idea being studied. Quantitative analysis, backed by the positivist or empirical theory, generally leads to the universe being composed of observable and measurable facts (Golafshani, 2003).

In business and management science, the terms quantitative and qualitative are commonly employed to distinguish the data processing techniques and data analysis procedures. A way to differentiate between them is by concentrating on numerical or non-numeric data. Quantitative approaches are often used to generate or use data quantitative data by any data collection system (for example a questionnaire) or data analytics (for instance graphs or statistics). In comparison, qualitative is mainly interchangeably used with any technique for data collection (like an interview) or data analysis (like the

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categorisation of data) which generates or uses non-numeric data (Saunders, Lewis & Thornhill, 2009).

Quantitative analysis, according to Golafshani (2003), puts emphasis on measuring and evaluating the causal relationships between variables. For this study, quantitative research method is considered optimal, as its objective is to analyze the causes and the relationship between motivation and commitment. Furthermore, quantitative approach is versatile, cost-effective and also enables the research process to be repeated, thereby increasing the validity of research results. In addition, as previously stated, the form of survey is usually associated with the deductive approach and the quantitative approach is preferred because the deductive approach is based on the quantitative approach.

Study Area

In 1828, Presbyterian Church of Ghana (PCG) was established in order to be an independent, democratic, organized, self-sustaining and growing church based on Christ. The mission is to promote the supremacy of the word of God and to promote the general development of her tangible and intangible resources through the enablement of the Holy Spirit to: foster the development of the church through evangelism and nourishment; to achieve independence through judicious and effective mobilization of resources. The PCG has been built on these core values in addition to their vision and mission statements: the supremacy of the Word of God, discipline, integrity, hard work, modesty, patriotism, protection of the idea of democracy, good leadership, skills and a clear moral ethics. The Osu-Kuku hill in Accra is the headquarters to PCG.

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As part of its growth strategy, the PCG sets targets in with indicators to achieve a 10 percent growth rate. Sekyere Odumasi Presbytery is a part of the PCG and therefore has a role to play in achieving the set target. Because globalization and competitiveness are characteristic in this era, motivation is regarded as the key factors in any organization's success and excellence (Iqbal, Ahmad, Haider, Batool & Ul-ain 2013). As Göncü Köse and Metin (2018) have noted, external motivation comes from the external working environment and workers may benefit from commitment by intrinsic as well as extrinsic incentives for their organization.

Population

The workers of the PCG in the Sekyere Presbytery constitute the population for the study. In all, there are 270 employees made up of the Reverend Ministers, Catechist and the staff at the Presbytery office. This population was chosen since the study was interested in knowing the motivation levels and how it affects their commitment.

Sample and Sampling Procedure

The study's respondents were obtained using the simple random sampling technique. Specifically, the number generation technique was used for selection. In order for the answers to better reflect the population Cochran's formula for small sample-size determination was used to select a group of 160 participants representing the Reverend Minsters, Catechist and full-time workers at the Presbytery office. A list of all 270 employees was made and assigned numbers in a sequential order. The researchers picked 160 randomly

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from the assigned numbers. Those selected made up the sample. The sample distribution for the analysis is summarized in Table 2.

Table 2 – *Summary of Sample Distribution*

Position	Number Sampled
Reverend Ministers	18
Catechist	28
Full Time Employees	114

Source: Field Survey, (2019)

Research Instrument

Although questionnaires, interviews, schedules, observation methods, and rating scales are all appropriate data collection instruments (Pandey & Pandey, 2015), a questionnaire was used to collect data for this study. A questionnaire has been used to gather data for this analysis on the dimensions of motivation and commitment. The main objective of this questionnaire was to reach the objectives of the study. For the motivation and dimensions of the commitment scale, the questions were structured to be answered in sections; A, B1 & 2 and C1-3 with five-point Likert scale format. Additionally, was a multiple choice or categorical variables related to the backgrounds of the respondents.

Section "A" gathered details, such as age, gender, role and office tenure. Section "B1" contains 10 extrinsic motivational variables, and section "B2" is made up of six extrinsic motivational variables for factors of motivation measurement. The section C which aimed at knowing what drives the commitment of employees had three sub-sections, which corresponds to the

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three commitment dimensions adopted by Benziane (2017). Three dimensions of organisational commitment components examined were the affective commitment, continual commitment and normative commitment. C1 five Affective commitment variables, C2 Normative commitment variables and C3 Continuous commitment with four variables respectively. All the variables in each section were Likert scale rating at 5-point labelled from strongly disagree (1), disagree (2), neutral (3), agree (4) to strongly agree (5).

Reliability and Validity

To ascertain the validity of the instrument, the researcher gave the instrument to two senior lecturers at the Department of Human Resources at the school of business. These lectures assessed face and content validity. The reliability was also assessed by calculating the Cronbach Alpha.

Data Collection Procedure

Two phases of the data collection were carried out. For the first phase, the selected participants were given the questionnaires during a four-day prayer session in at Sekyeredumase from 19th to 22nd June, 2019. The purpose of the study was communicated by the researcher to the respondents and directed them to reply to the questions. The second phase was when the researcher had to travel to the districts that the selected participants at Sekyere Odumase who were unable to participate in the said program were given the questionnaires. The researcher enlightened the participants on the directions for completing each survey at both points, and also assured them of the confidentiality and anonymity of the answers they will provide, and voluntary participation was also provided.

The questionnaires were administered within three weeks, and the return rate was 100%. The little challenge the researcher faced was as a result of reaching some few participants who were at remote areas, communication problem led to tracing some few participants a number of times, ranging from two to four times before completing the survey.

Data Analysis Procedure

Data analysis is made up of an array of quantitative practices. Much use is made of quantitative analysis and statistical methods and techniques are used in behavioral science (Pandey & Pandey, 2015). The recovered data has been edited and encrypted. The Statistical Package for Social Sciences (SPSS) was the software for analyzing the data. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, was used as the basis for measuring response direction. Research questions 1 to 3 was measured using means and standard deviation while correlation was used to measure research question 4.

Summary

Research methods is about transforming a research objectives and hypothesis into a research project. This takes into account the methods, options and time horizons of study. Descriptive survey design, quantitative approach, simple random sampling process and deductive analysis methodology were among the primary research techniques and approaches used for this study. This is because the study is done within a scope to investigate influence that motivation and employee's commitment have on the employee output. Collection of primary data was done using questionnaire. The analysis used an

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approach to deduction research as well as a standard methodology for data collection and corresponding analytical procedures (mono method). As a result, the thesis has methodologically missed the ability to use research methodology and technique, such as induction, qualitative method and the technique of multiple methods of data collection and analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The chapter is intended to examine and present the study results. The research in this chapter puts particular emphasis on the study's specific goals, concentrating on how workers at the Presbyterian Church of Ghana's Sekyere Presbytery are motivated and analyzing whether or not motivation influences their commitment to their organisation.

Demographic Result of Respondents

This segment presents respondents background data. Information such as gender, age and position of respondents was collated and presented in Table 3.

Table 3 – *Demographic Results of Respondents*

	Variable	Frequency	Percent
Gender	Male	108	67.5
	Female	52	32.5
	Total	**160**	**100**
Age	20 – 30	15	9.3
	31 – 40	66	41.3
	41 – 50	48	30.0
	51+	31	19.4
	Total	**160**	**100**
Position	Rev Minister	18	11.3
	Caretaker/Catechist	28	17.5
	Presbyter	54	33.7
	Group Leader	60	37.5
	Total	**160**	**100**
Years of Leadership Experience	Below 3	18	11.3
	3 – 6	78	48.7
	7 and above	64	40
	Total	**160**	**100**

Source: Field survey, (2019)

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From Table 3, it can be observed that 32.5% were females and 67.5% were males out of the 160 participants used for research. This indicates that in the Sekyere Presbytery of the Presbyterian Church of Ghana the males in leadership position outweigh the females by 35 percent. In terms of ages, 41.3% of participants were between 31-40 years of age, while those between 20-30 years of age were 9.3 %. It suggests that, at the Sekyere Presbytery, the Presbyterian Church of Ghana has youthful leadership with most of its members between the ages of 31 and 40. Also it is clear that most of the respondents were church group leaders representing 37.5%, while the Reverend Ministers were 11.3 5% the least number of people who took part in the survey. The researcher tried to find out how many years the respondents had been in their respective positions of leadership in the church. The results revealed that most participants were in leadership roles between 3 and 6 years, representing 48.7 percent. This is followed by 40% of the participants who reported having held leadership roles in the church for seven years and above. 11.3 per cent, however, have been church members for fewer than 3 years. The difference in the respondents' years of experience in terms of leadership resulted in a variety of views collated from various perspectives.

Intrinsic Motivation at Sekyere Presbytery

Research Question one tried to determine to what degree sekyere Presbytery workers (church leaders) was intrinsically motivated. To determine the respondent's level of intrinsic motivation, the respondents were given six (6) items, and Table 4 presents the result.

Table 4 - *Intrinsic Motivation for Church Leaders*

S/N	Statement	Mean	Std Dev
1	Self-satisfaction for a job well done	3.67	0.42
2	Cordial working relationship	3.78	0.28
3	My work provide a challenging tasks in preparation for higher responsibilities/career opportunities	4.67	0.22
4	Independence in work plans and schedules	4.81	0.33
5	Recognition as being a contributors to the growth of the church	3.78	0.24
6	Employees' job security is assured	3.39	0.32

Source: Field survey, (2019)

It can be observed from Table 4 that, among other things, items such as "self-satisfaction for a job well done," "cordial working relationship," appreciation as a contributor to the growth of the church "all reported mean values of 3.50 or more. This means, respondents accept that they are intrinsically driven by their self-satisfaction, cordial working relationship, challenging tasks, recognition and job security.

A further research was performed to assess the overall degree of intrinsic motivation of Sekyere Presbytery church leaders (staff), an average mean (M = 4.02, SD = 0.30) indicates that the respondents are motivated intrinsically in their respective roles, a mean standard deviation of 0.30 indicates the similarity of the different responses to each other, that is, the response of the respondents is clustered around the mean of 4.02 ~ 4.00 (Agree). Juxtaposing this finding with literature, Guay, Ratelle and Litalien (2010) definition gives the reasons that underline our behaviour can be something that is within us or something that external force brought upon to behave the way we do. Broussard and

Garrison (2004) also indicates that, one's character traits or qualities which are inherent in people which move them to act. Deci, Koestner, and Ryan (1999) shares similar with Broussard and Garrison (2004) in that, they believe in something which is an integral part of the individual that move the individual spontaneously to act in certain manner. Thus, the individual is internally motivated to act on his/her own. This can also be linked to Wenger (2007) assertion that people are internally motivated in religious pursuits as they gain some sort of satisfaction in such pursuits.

Extrinsic motivation of employees of the Sekyere Presbytery

Research Question two attempted to determine to what degree sekyere Presbytery workers (church leaders) are extrinsically motivated. To evaluate the respondent's level of extrinsic motivation, the respondents were administered ten items. The result is set out in Table 5.

Table 5 - *Extrinsic Motivation for Church Leaders*

S/N	Statement	Mean	Std Dev
1	The salary is enough to cater for basic needs	3.67	0.42
2	The opportunity for training and career enhancement	3.78	0.28
3	Leaders help in solving personal problems	3.67	0.22
4	The church's condition of service is comparatively better	3.81	0.33
5	End of year appreciation	3.08	0.24
6	The church provides equitable rewards for similar category of work elsewhere	3.39	0.32
7	The provision of clothing for employees	3.29	0.42
8	Support policy for Agents and their immediate family	3.11	0.28
9	Recognition for successful completion of tasks	3.50	0.22
10	The church's provision of free accommodation	3.61	0.16

Source: Field survey, (2019).

It is obvious from Table 5 that, in the view of the respondents, extrinsic motivation such as paying salaries promptly, free accommodation and support policy for the Agent and their family church leaders were seen as means of increasing the level of extrinsic motivation of the church leaders. A further investigation into the overall degree of extrinsic motivation of the Sekyere Presbytery church leaders was performed, an average mean (M = 3.49, SD = 0.29) indicates that the respondents were affirmative on extrinsic motivation in their respective roles, a mean standard deviation of 0.30 indicates the similarity of the different responses to each other, that is, the response of the respondents is grouped around the mean of 3.49 ~ 4.00 (Agree). This finding relates with literature in diverse ways

Intrinsic motivation occurs, according to Pintrich (2003), because the person yearns to do or anxious to do something because he / she genuinely desires and takes desire or sees interest in doing so. On the contrary, extrinsic motivation is the urge to do something not because one wants to do something, but bits outcome leads to a certain result. According to Choy (2005), intrinsic motivation is one's motivation to engage in an activity for the sake of the activity itself, whereas extrinsic motivation is the motivation to participate as a means to an end. Choy noted that individuals with intrinsic motivation seek out opportunities to explore more about a particular task.

Burton (2012) also noted intrinsic motivation is about doing something for reasons that are internal to the person. Thus, it is done for self-gratification and not for the anxiety of a consequence. Implying that, the reward for the performance is within the action itself and does not need external factors to pilot

the behaviour. Burton (2012), again described extrinsic motivation as arising from external causes or climate, and the acts are done because it has been said or implied. Thus, we perform a task because we are asked to do so due to extrinsic motivation.

The impulse of these findings is that intrinsic motivation is founded on what the individual's cravings and aspirations are. These craving or aspiration for something is what serves as a vehicle to carry him/her to put the best in him/her to achieve the set purpose. However, on the other hand the extrinsic motivation is based on what result or outcome the individual expects from his / her action. For example, if the individual's desire is to see to it that one bag of a particular product is produced in a day, he/she would be motivated intrinsically to put in the best effort to get that job done. However, extrinsically, the person would only do that if it would lead to high pay or reward. Thus, the higher reward is the one motivating him/her to get the job done. Burton (2012) argued that an increase in extrinsic motivation reduces intrinsic motivation. This is because, instead of performing a task for personal gratification, the individual turns now to receive external rewards. The assumption is that for one to perform his / her task there should always be a mixture of the two motivational forms.

Commitment of Employees of the Sekyere Presbytery

Question three of research tried to find out the level of commitment of Sekyere Presbytery workers. Staff of the Presbytery are considered as normal employees as in any organisation. These staff contributes to the successful administration of the churches in the presbytery and therefore, it is prudent to ascertain their level of commitment to the work they have been assigned. To

determine this, a questionnaire on employee commitment was employed to gather data from the respondents. This section had 15 items aimed at measuring the commitment level of the church leaders to their respective roles in the church. The level of commitment was established by using the mean values of the responses provided by the participant. The results is presented in Table 6.

Table 6 - *Church Leaders Commitment Level*

S/N	Statement	Mean	Std. Dev
	Affective Commitment		
1	I feel proud to be working in this church	3.96	0.18
2	I feel like 'part of my family' working in the church	3.57	0.23
3	Generally speaking, I am very satisfied working for church	3.11	0.03
4	I would be very happy to spend the rest of my career working for the church	3.76	0.14
5	I feel 'emotionally attached' working for the for church	3.83	0.32
	Overall Affective Commitment	**3.65**	**0.18**
	Normative Commitment		
6	I always have a sense that the church needs my contribution	3.55	0.42
7	I would not leave my job right now because of my sense of obligation to it	3.45	0.28
8	I would feel guilty if I stop working for church now	3.92	0.22
9	I feel like the church deserves my loyalty	4.06	0.33
10	Even if it were to my advantage, I do not feel it would be right to leave	3.35	0.24
	Overall Normative Commitment	**3.67**	**0.30**

	Continuance Commitment		
11	Too much of my life would be disrupted if I stop working for the church.	3.92	0.32
12	I am still working for because if I leave this job now there would be no available alternative elsewhere	3.55	0.42
13	I believe I have few options to consider leaving this organisation	3.90	0.18
14	I frequently think of quitting this job	3.77	0.23
	Overall Continuance Commitment	**3.79**	**0.29**

Source: survey, 2019

From Table 6, it is evident that, the level of commitment varies pertaining to the mean values of the 14 items on the employee commitment questionnaire. It can be observed that, the following items all recorded mean values of greater than 3.10, indicating that respondents agree to these items and hence influencing their commitment level.

A thorough look at these things shows that when workers feel part of it, they are committed to an organisation and are able to speak openly to other people about the organisation. Again, as employees' efforts are remembered irrespective of how large or small they are, they may also affect their degree of commitment to the organisation's cause. Satisfaction is essentially a central element in maintaining engagement. When an employee at the workplace is happy, he / she appears to give the company his / her best.

However, items such as "I sometimes feel like leaving this church for good", "I am not willing to do more than my job description requires just to help the church" and "I frequently think of quitting this job" are subtle messages sent

to employers that the interest of the employee is gradually fading and measures needs to be taken to sustain it.

Table 6 shows that, among the respondents, Continuance Commitment (M=3.79, SD=.29) was strong. Normative (M=3.67, SD=.30) and Affective Commitment (M=3.79, SD=.18) accompanied this. This means that the dedication of the respondents is to the degree that they are able to continue their work with the church regardless of the circumstance in which they find themselves.

Once again, the overall degree of commitment of the Sekyere Presbytery church members was further investigated, an average mean (M = 3.69, SD = 0.25) suggests that the respondents are committed to the church's activities and their respective positions. A mean standard deviation of 0.25 indicates the similarity of the different responses to each other, that is, the respondents' answer is clustered around the mean of 3.69 ~ 4.00 (Agree). That indicates a high degree of commitment among the staff (church leaders) of the Presbyterian Church of Ghana's Sekyere Presbytery. Meyer et al (2001) postulated, based on literature, that commitment is a multi-dimensional phenomenon, its meaning and its consequences are interrelated with each other. Experts like Vance (2006) often see a determination to proceed in practice and a willingness to change plans, primarily because of their desire to keep going. Experts like Vance (2006).

The implication of these results is that people can be committed to their employers and also strive to achieve success in other walks of life such their family, education, religion among others at the same time. What is important is

that the person has the motivation and the energy to carry his/her obligation through. It also implied that once the person is committed, it is difficult for that person to lose focus or momentum to see to the full execution of that obligation. Workers who are committed may have positive feelings to their course and therefore exert the energy to implement it. The employers therefore have to identify these feelings or know what the workers feel obligated to and help them gather the necessary energy towards it. It can also be noted that workers can consciously decide to make commitment towards a course and carefully plan and take steps to execute that plan.

According to Vance (2006), people participate because they expect reciprocation or compensation, but engagement requires commitment in the form of time, mental and emotional resources. Thus, people expect that they would receive something which is valuable in return of their commitment. Things they expect in exchange of their commitment include favours, money, property, gifts, love and attention. For those in employment, they expect job security, good working conditions and fair and just compensation in return for their commitment. Workers commitment however, erodes when their employers fail to provide the expected returns.

Relationship between Motivation and Commitment

Research question four considered the potential relationship between the motivation level and the commitment of Sekyere Presbytery workers. This was known in literature. An employee's level of motivation has a connection to the employee's involvement in the organisation. The connection between the level

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of encouragement and commitment of the Presbyterian Church leaders in the

Sekyere Presbytery is shown in Table 7.

Table 7 - *Association between Motivation and Commitment*

			Motivation	Commitment
Pearson	Motivation	Correlation coefficient	1.000	0.429
		Sig. (2-tailed)		0.000*
		N	160	60
	Commitment	Correlation coefficient	0.429	1.000
		Sig. (2-tailed)	0.000*	
		N	160	60

*Correlation is significant at the .05 level (2-tailed)

A Pearson correlation coefficient of 0.429 from Table 7 suggests a

moderate positive association between the degree of motivation and the level of

commitment of the Sekyere Presbytery staff. This means that as the level of

motivation increases, the level of commitment of the Sekyere Presbytery

workers is likely to increase correspondingly. Therefore, a decrease in the

motivation level would lead to a decline in employee commitment. The relation

at 0.05 alpha level (0.000 < .05) is significant.

The relationship is valid as it means that the extrinsic and intrinsic needs

of the workers will be fulfilled, as the motivation level rises. This will result in

an improvement in the attachment of the staff to the church. Thus, improving

their level of commitment. According to Awolusi (undated), Nigeria Banks'

motivational factors/policies had a positive effect on banks' dedication to

employee jobs. Salaries and fringe benefits have a huge effect on employee

performance relative to incentives, and raise accountability or authority. Awolusi (undated) noted that work ethics, work involvement, affective and ongoing interest, confidence or belief in the workplace as well as the stable characteristics of individuals that affect their performance and actions are part of the commitment to work. Awolusi find out that a high proportion of the junior workers of the banks (as high as 72%) indicated that they are not being motivated to perform their duties.

Kiss, Danis and Cavusgil (2012) concluded that motivation of employees has a great effect on their commitment to work. The noted organisational success of Kiss, Danis and Cavusgil (2012) relies on the engagement of the organisation's employees. Positive and favourable work environment, worker incentive appreciation, organisational commitment and work involvement are essential factors that motivate the worker. Kiss, Danis and Cavusgil (2012) noted that the work environment, work involvement and incentives have a strong positive influence on employee commitment.

Iqbal, Ahmad, Haider, Batool and Ul-ain (2013) studied the effect of employee motivation on their participation in Pakistan and noted that the pay arrangements for workers are positive in terms of the contribution of workers. Thus, they noticed a direct connection between employee motivation and commitment. Iqbal, Ahmad, Haider, Batool and Ul-ain (2013) study focused on two factors of work participation and employee engagement opportunities. They indicated a clear positive link between employee motivation and commitment to work. Therefore, it meant supervisors or line managers must require or

facilitate the participation of employees in the workplace to obtain their commitment.

Additionally, Lee and Chen (2013) believed that employees must be motivated in a related way to improve their work satisfaction in figuring out the connection between employee engagement and work attitude and their eventual impact on service quality. They found that employees are not satisfied with their working atmosphere, remuneration, administration and employment growth and have adversely affected their job satisfaction in their research into the tourism industry. They were pleased with their colleagues at work, however. Therefore, a significant number of the workers represented a below average degree of devotion to their organisation. Lee & Chen (2013), made three other significant conclusions: (i) the employees do not have a strong confidence in the organisation's principles and beliefs; (ii) the research found out that the employees were unwilling to represent the organisation in business transactions; and (iii) the employees were unsure about the organisation's continued function.

Summary

The general outcomes and discussions are outlined in the chapter. Throughout the first segment, the respondent's background information was addressed. This was accompanied by the intrinsic and extrinsic motivation and the impact on commitment of employees. In the last section the researcher explored the association between intrinsic and extrinsic motivation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Overview

The research investigated the effect of staff motivation on commitment at the Presbyterian Church of Ghana's Sekyere Presbytery. Four research questions were answered in this study which were; 1) what motivates the employees of the Sekyere Presbytery intrinsically? 2) what motivates the employees of the Sekyere Presbytery extrinsically? 3) how do the employees of the Sekyere Presbytery develop commitment? 4) to what extent does motivation relates commitment of employees of Sekyere Presbytery?. The study employed descriptive survey design. From relevant extant literature, the study used questionnaire as the instrument of the study. Simple random sampling technique has been employed to pick 160 workers of the Presbyterian Church of Ghana's Sekyere Presbytery.

Summary of Key Findings

The key findings of the study were:

1. The study revealed that the overall level of intrinsic motivation of the church leaders (staff) of the Sekyere Presbytery, an average mean indicates that the respondents are intrinsically motivated in their respective roles.

2. The study revealed that the overall level of motivation of the church leaders (staff) of the Sekyere Presbytery, an average mean indicates that the respondents are extrinsically motivated in their respective roles. The further indicated that, the church leaders are motivated extrinsically as compared to being motivated intrinsically.

3. The study brought to light that, the overall level of commitment of the church leaders (staff) of the Sekyere Presbytery, an average mean indicates that the respondents are committed to the activities of the church and their respective roles. It further revealed that, the level of continual commitment was the high among the respondents.

4. There is a moderate positive relationship between the degree of motivation and commitment of Sekyere Presbytery workers. This means that as the level of motivation increases, the level of commitment of the Sekyere Presbytery workers is likely to increase correspondingly.

Conclusions

The study revealed that the church workers are motivated within the Sekyere Presbytery of the Presbyterian Church of Ghana, which translates into a degree of commitment among them. This level of commitment in the Sekyere Presbytery has proven to have a reasonably positive association with motivation. It can be concluded that, Church staff of Sekyere Presbytery are motivated to a level that has impacted on their commitment to the church and their respective duties towards the church.

Recommendations

On the bases of the main findings and conclusions drawn from this study, the following recommendations were made:

1. The Local, District, Presbytery as well as the General Assembly of the Presbyterian Church of Ghana should take steps to find out what other factors influences its workers commitment since a percentage of their commitment was not explained by their level of motivation.

2. It was therefore recommended that the systems put in place to motivate workers should be maintained to ensure continual commitment on the part of the staff.

Recommendation for Further Studies

1. Further studies to investigate other variables that influences employees' commitment aside their motivation should be conducted.

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APPENDIX A

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRE FOR RESPONDENTS

The purpose of this questionnaire is to provide opportunity to collect information on motivation of church leaders and their level of commitment in the Presbyterian Church of Ghana. This study is an academic exercise and therefore, your confidentiality and anonymity is highly assured. Counting on your time and cooperation. Thank you.

SECTION A

DEMOGRAPHIC DATA OF RESPONDENT

1. Gender   Male   [   ]   Female [   ]

2. Age   20 – 30 [   ]   31 – 40 [   ]   41 – 50 [   ]   51$^+$ [   ]

3. Category of job :Rev Minister[   ]   Caretaker/Catechist[   ]

    Presbytery Office Staff[   ]

4. How long you have served the church? ………………

SECTION B

FACTORS OF EMPLOYEE MOTIVATION

The following statements indicate factors that motivate employees of the Presbyterian Church of Ghana in the Sekyere Presbytery. Please select appropriately by ticking [√] where applicable.

Key

1. *Strongly disagree*
2. *Disagree*
3. *Maybe*
4. *Agree*
5. *Strongly agree*

SECTION B1 (EXTRINSIC MOTIVATORS)

Use the key 1-5 to indicate to what to extent you agree to the statement serves as motivator to you as a worker

S/N	STATEMENT	1	2	3	4	5
1	The salary is enough to cater for basic needs					
2	The opportunity for training and career enhancement					
3	Leaders help in solving personal problems					
4	The church's condition of service is comparatively better					
5	End of year appreciation					
6	The church provides equitable rewards for similar category of work elsewhere					
7	The provision of clothing for employees					
8	Support policy for Agents and their immediate family					
9	Recognition for successful completion of tasks					
10	The church's provision of free accommodation					

SECTION B2 (INTRINSIC MOTIVATORS)

Use the key 1-5 to indicate to what to extent you agree to the statement serves as motivator to you as a worker

1	Self-satisfaction for a job well done					
2	Cordial working relationship					
3	My work provide a challenging tasks in preparation for higher responsibilities/career opportunities					
4	Independence in work plans and schedules					
5	Recognition as being a contributors to the growth of the church					
6	Employees' job security is assured					

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SECTION C

COMMITMENT LEVEL

The following statements indicates the level of commitment of employees of the Presbyterian Church of Ghana in the Sekyere Presbytery. Please select appropriately by ticking [√] where applicable.

Key

1. *Strongly disagree*
2. *Disagree*
3. *Maybe*
4. *Agree*
5. *Strongly agree*

SECTION C1 (AFFECTIVE COMMITMENT)

S/N	STATEMENT	1	2	3	4	5
1	I feel proud to be working in this church					
2	I feel like 'part of my family' working in the church					
3	Generally speaking, I am very satisfied working for church					
4	I would be very happy to spend the rest of my career working for the church					
5	I feel 'emotionally attached' working for the for church					

SECTION C2 (NORMATIVE COMMITMENT)

1	I always have a sense that the church needs my contribution					
2	I would not leave my job right now because of my sense of obligation to it					
3	I would feel guilty if I stop working for church now					
4	I feel like the church deserves my loyalty					
5	Even if it were to my advantage, I do not feel it would be right to leave					

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SECTION C3 (CONTINUANCE COMMITMENT)

1	Too much of my life would be disrupted if I stop working for the church.					
2	I am still working for because if I leave this job now there would be no available alternative elsewhere					
3	I believe I have few options to consider leaving this organisation					
4	I frequently think of quitting this job					