



The Effects of Compensation and Employee Engagement on Workers' Productivity in The Local Government Service of Ghana: A Case of Selected Municipal Assemblies in The Greater Accra Region.

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ABSTRACTS

Productivity, which is concerned with the effective and efficient attainment of an organization's set goals and objectives, is unlikely to occur if workers' compensation and employee engagement schemes do not meet their physiological needs. Employees' productivity in the Municipal Assemblies is decreasing as a result of improper employee engagement practices and a lack of merited compensation packages which this paper seeks to address. This necessitates a large-scale investigation to determine whether the same is true in Local Government Service of Ghana, so as to address the literature gap by using data from La Nkwantanang Madina and Ayawaso East Municipal Assemblies respectively in the Greater Accra region. The study was a quantitative design with the aim of testing the objective theories by examining the relationship among the variables. The target population of the study was about 202 employees of both Ayawaso East Municipal Assembly and La-Nkwantanang Madina Municipal Assembly in the Greater Accra Region. The study was carried out utilizing a convenience sample methodology, a non-purposive sampling method. Also, a quantitative questionnaire was constructed to collect the data for this study because it is generally simpler to evaluate and has a well-known structure. The feedback obtained from the study's first objective revealed majority of the workers agreeing to be poorly compensated by the institutions in which they work in. Thus, they indicated that their performance was not rewarded properly. Also, majority revealed to receive poor credit pay for the work they did. Local Government Service and Management of the Municipal Assemblies must put measures in place to improve upon the current policies on compensation and employee engagement levels, since they have proved to be among the most essential driving forces of worker's productivity.

CHAPTER ONE

INTRODUCTION

Background of the Study

Productivity, which is concerned with the effective and efficient attainment of an organization's set goals and objectives, is unlikely to occur if workers' compensation and employee engagement schemes do not meet their physiological needs. Higher productivity, for instance, results in favourable economic growth, significant profitability, and improved social advancement (Hanaysha, 2015, as cited in Sharma & Sharma, 2014 a). Organizational productivity is a metric for evaluating a company's success, failure, strengths, weaknesses, manpower capability, manpower attitude, manpower/employee welfare, and a plethora of other crucial determinant aspects. Shaout & Yousif (2014), also cited that, productivity is defined as the rate at which an employer, organization, or country produces items and the amount produced in relation to the amount of time, effort, and money required to generate them. Workers must have a high level of job productivity attitude since this ensures that the company's objectives are met.

According to Setiawan et. al (2018), the link between a productive system's inputs and outputs is known as productivity. "Productivity is concerned with how well individuals combine resources like raw materials, labour, abilities, capital, hardware, land, protected innovation, administrative skill, and monetary funding to deliver goods and services" (Ogochukwu et. al 2022, p.100)

Organizational management, on the other hand, requires a large number of tools to operate efficiently in the day-to-day operations of the firm and, thus, generate increased organizational productivity. Management by Objectives (MBO) is one of the techniques available to managers who want to boost their company's efficiency (Odongo & Datche, 2015).

MBO has been effective in many organizations that have implemented it (Sadiya 2019). Managers and employees agree on and remain committed to the company's goals. Employees work hard to meet the goals they set for themselves as part of MBO, which is results-driven.

According to a current definition of MBO by Hollmann (2013), it is a process in which each manager sets specific MBO targets in significant areas of his job responsibilities over a predetermined period of time and strives to

achieve those targets. This process is obviously not random, as demonstrated by Dubrin (2012), who defines MBO as a structured application of goal-setting and planning in order to increase productivity for both people and businesses. It's important to note that MBO varies from job to job because the process contains elements like job responsibilities, specific objectives, periodic assessment of progress toward goals, and performance review.

The extended use of MBO in this study is to influence the productivity of certain Municipal Assemblies, which is a challenge. In light of the impact of (MBO) on the productivity of Nigerian commercial banks as an institution, this study investigates the connection between employee engagement and workers' compensation, as noted by (Ogochukwu et al. 2022; Okolocha 2020). According to Okolocha and Bonaventure (2020, p. 1469a), for an MBO model to be successful, managers and staff members must be aware of the organization's goals and act in a way that is consistent with those goals. According to Sadiya (2019, p.1469b), many people view MBO as a framework that will help the organization reach its strategic goals and, in the process, see the light at the end of the tunnel. In a way, it serves as a guide for the objectives the company wishes to accomplish as well as the methods to do so.

MBO is largely focused on efficiency and is concerned with output in relation to input. To determine whether or not management should follow the objectives, outputs must be compared to input. In recent years, the productivity of Ghana's public sector has become a concern to scholars and public servants alike. One of such concern was reiterated in the President's State of the Nation's Address on February 21, 2013, when he lamented the inefficiency that is repleting Ghana's public sector. He stated that "The flesh is already off the bones, and it's time to really reconsider the wage level in proportion to our country's competitiveness and the related productivity issues" (Asamoah et al. 2013., p. 23). A good organization is an organization that is able to achieve its goals. Organizational goals can be achieved if supported by productive human resources (Muhamad et al., 2019, p. 409). Utilizing these resources as effectively as possible is a crucial component of increasing capacity and making the most of relatively scarce sources.

Statement of the Problem

Employee productivity in the Municipal Assemblies is decreasing as a result of improper employee engagement practices and a lack of merited compensation packages which this paper seeks to address. According to (Kimani et al. 2017 & Ngui et al. 2014), financial and non-financial rewards can be combined to improve firm performance.

The length of time an employee is physically present at the workplace determines how productive they are, in addition to how much of that time they are "mentally present" or productively working at the job (Sharma & Sharma 2014 b; Hanaysha 2016 p.62)

Zahargier & Balasundaram (2011), also stated that a successful and highly productive business can be achieved by engaging its employees in improving their performance. This is because achieving high work productivity is difficult, therefore management must be able to effectively and efficiently manage human resources in the firm with clearly defined MBOs.

As a result, in an increasingly competitive business environment, many companies around the world, in Africa, regionally, and locally, are attempting to identify innovative compensation strategies that are directly linked to improving employee performance (Kimani et al. 2017; Denis & Michel, 2011).

This necessitates a large-scale investigation to determine whether the same is true in Local Government Service of Ghana, so as to address the literature gap by using data from La Nkwantanang Madina and Ayawaso East Municipal Assemblies respectively in the Greater Accra region.

Objectives of the Study

The main objective the research was to determine the effects of Compensation and Employee Engagement on some Workers' Productivity in the Local Government Service of Ghana:

Research Questions

1. How do employees perceive compensation in terms of salary, benefits, and allowances?
2. What is the level of employee engagement considering vigour, absorption, and dedication?
3. What is the level of employee productivity in terms of efficiency?
4. What is the relationship between:
 - a. compensation and productivity?
 - b. Employee engagement and productivity?
5. Which of the variables below predict productivity?
 - a. Compensation
 - b. Employee engagement

Hypotheses

1. There is no significant relationship between:
 - a. Compensation and productivity
 - b. Employee engagement and productivity
2. Compensation does not predict productivity
3. Employee engagement does not predict productivity.

Significance of the Study

This study aims to serve as an assessment tool for future academic research on the effects of compensation and employee engagement on productivity. Additionally, it will lead to an improvement and further demand for a review of the Ghanaian Local Government Service's Compensation and Employee Engagement policy, with the paper to serve as a point of reference.

Many people in organizations try to attain a higher-level satisfaction with strong attachment to their work through good employee engagement practices. This study when completed should be of immense help to different organizations individuals. It would help to highlight the effect of compensation and employee engagement on the productivity of employees in the Municipal Assemblies, so that the management will look into the problems with a view to make an improvement on its policies. The study is intended to enlighten management that to create monetary incentives alone cannot motivate employees to better productivity without the provision of good employee engagement policies.

Government and its Agencies that determine the implementation of these policies may be interested in the paper to consider the importance of good compensation schemes and effective employee engagement practices and the associated causes of low productivity among their employees. Moreover, in the aspect of employees, the study will assist to uphold or testify the idea that good compensation and effective employee engagement is very important and indispensable to workers' productivity. In sum, the study will also be beneficial to prospective students who will need some information contained in this work to guide their own research work, which is related to the present study.

Scope and Limitations of the Study

This paper intends to investigate the effects of compensation and employee engagement on productivity among employees in some selected Municipal Assemblies within the Local Government Service of Ghana.

The study would find out how compensation and employee engagement has a significant impact on workers' productivity as a whole. The researcher could have extended the study to a wide range of Municipal and District Assemblies with the Local Government Service and other industries; however, he limited himself to the Ayawaso East Municipal Assembly and La Nkwantanang Municipal Assemblies respectively in the Greater Accra Region of Ghana due to financial and time constraints. The paper focuses on employees of senior and junior levels of the organization with staffs who have less than two (2) years experiences were not be considered for this study.

The study was constrained by factors such as time and money. The study needed to be completed in a limited time frame, thus posing a constraint. The financial implications of research cannot be overstated. This research required financing especially with regards to data collection, printing and binding costs and other costs that may arise in the course of the research.

Organization of the Study

The study is organised into five chapters; Chapter One which is the introduction of the study deals with the background, problem statement, objectives of the study, significance of the study, scope of the study and, organization of the study. Chapter Two deals with the literature review for the study. The literature will look at the topic in details, discuss the various variables in the topic and make references to other materials related to it. Chapter Three comprises the methodology of the study. It also looks at the sources of data, population and sample used for the study, sampling techniques and data collection instruments and data analysis. Chapter Four comprises data presentation, analysis, and discussion of research findings. Chapter Five concludes the research with the summary of the findings, conclusion, and recommendations for future use.

Definition of Terms;

Productivity: is output of goods and services per unit of input of resources used in a production process.

Compensation: It the human resources management function that deals with every type of reward individuals receive in exchange for performing organizational tasks.

Employee Engagements: (EE): EE is a pleasant, satisfying, work-related frame of mind that is distinguished by vigor, dedication, and absorption.

Management by Objectives (MBO): MBO is a management strategy in which the managers of an organization get down with their subordinates to agree on the objectives or goals of the organization; set targets; follow the targets; monitor the targets; and finally evaluate the targets.

Efficiency: It refers to the relationship that exists between the inputs and the outputs in achieving a desired result.

Effectiveness: Effectiveness is measured by the difference between the actual outcome and the result that was planned, and it demonstrates the success attained via the use of available resources to carry out the suggested goals.

Salary: Salary is defined as a form of variety of monetary rewards, physical services, and benefits that staff members get as a condition of their employment.

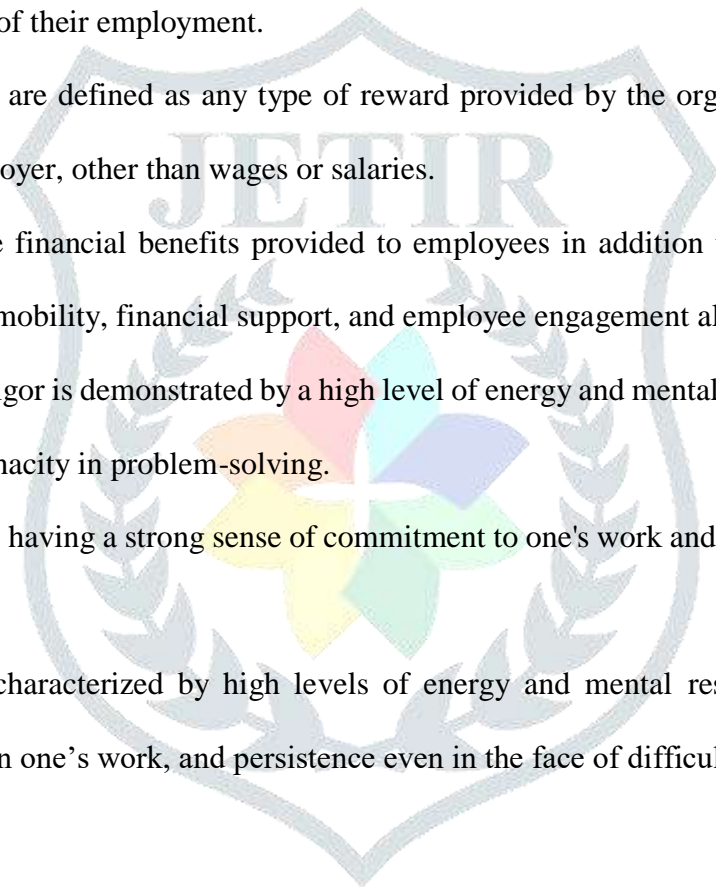
Benefit: Employee benefits are defined as any type of reward provided by the organization that is paid for in whole or in part by the employer, other than wages or salaries.

Allowance: Allowances are financial benefits provided to employees in addition to their salaries for specific purposes such as employee mobility, financial support, and employee engagement allowances.

Vigour: In the workplace, vigor is demonstrated by a high level of energy and mental fortitude, as well as a desire to put out effort and even tenacity in problem-solving.

Dedication: This is about as having a strong sense of commitment to one's work and feeling a sense of challenge and pride.

Absorption: This term is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties



CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews the critical literature of current knowledge, including substantive findings, theoretical and methodological contributions to the field of compensation and employee engagement and their effects on workers' productivity.

Compensation

Compensation can be defined as any form of gratitude or incentive given to the employees in exchange for their contributions to their organization (Noorazem et al. 2021). Additionally, Bangun (2012, p. 255) also defined compensation as anything that workers receive in exchange for the services they do for their jobs). There are two types of compensation: direct and indirect. A payment other than money is known as indirect compensation and includes monthly salaries and other forms of direct compensation. Martocchio (2015), also describe compensation is an intrinsic and extrinsic reward given to employees when they complete their labour. In contrast, pay, according to Milkovich (2014), is a reward that employee receives for their job.

Islam and Khan (2018, p. 150), also refers to employee's compensation as all forms of pay or rewards going to employees and arising from their employment. It has two main components, one is direct financial payments which include; wages, salaries, incentives, commissions, bonus, etc. and the other is indirect nonfinancial payments like employer-paid insurance, leaves, medical facility, etc. (Dessler, 2012).

Employees who receive adequate compensation will feel their requirements have been met, allowing them to concentrate on their work for the company. Bangun (2012, p. 258), again states that, the objectives of compensation administration as a component of human resource management are to obtain competent employees, keep existing employees, increase productivity, gain a competitive advantage, adhere to legal requirements, and achieve strategic goals.

Priatna et al. (2020), confirms a research conducted on compensation which contributes 30.55% of all workers productivity, this empirical evidence shows that in order to increase workers productivity, there must be an improvement and an increase in compensation factors because compensation and work productivity are closely related as the path coefficient displays a positive and significant value, indicating that it is anticipated that workforce productivity will rise along with increases in workers compensation.

According to research by Antoni & Suana (2018), Saharuddin & Sulaiman (2016), and Wardoyo (2016), "Compensation has a positive and significant relationship to employee productivity, which means that if the compensation provided by the company is good, then employee productivity will increase and vice versa if the compensation given by the company is bad, the employee's work productivity will decrease. Another study by (Agustini & Dewi, 2019; Putra & Suana, 2018; Yuliansyah & Marzoeki, 2019) discovered a statistically significant relationship between pay and work productivity. In essence, compensation is used as a methodical technique to reward employees for their work and service as well as other perks with the aim of preserving the organization's goals.

Salary

A salary is a set sum that is regularly paid to employees in exchange for their performance and productivity during the day (Surbhi, 2015). Pay made to workers on a monthly or annual basis is referred to as a salary. According to Moruri et al. (2018), a remuneration that is commensurate with their responsibilities and duties can improve employees' performance at work. This is because the financial rewards received have led to a high level of contentment.

On the other hand, Novianty & Evita (2018), stressed that poor work performance would be impacted by salaries that were at the previous level and did not reflect the new time. The interests of the employees should be taken into consideration by organizations when deciding how to allocate salaries (Bokhori, 2022)

Shafiq & Naseem (2011), conducted a study in Pakistan's banking industry with a sample size of 167 employees from 19 different institutions. The findings indicates that, when compared to other elements like promotion, job security, working conditions, recognition, and other rewards, salaries are the driving force behind employee motivation. Salary in this study refers to the money or payments that employees receive each month after completing their tasks or work. According to Omuya (2018), research, the role of pay is significant to employees productivity. In order for the remuneration gained to be mutually adequate, salaries should be in line with everyday needs and necessities.

According to research by Hameed et al. (2014), salaries and other direct compensations like health insurance, pension funds, paid time off, and paid holidays, as well as perhaps a discount offered to employees in the case of businesses in the food industry, all have a positive correlation with how well their employees perform. Salary or pay have grown in importance and are a useful instrument for improving employees' productivity (Umar 2012;

Noorazem et al. 2021 p. 42). He further stated that, aside from compensation, allowances are unaffected by an employee's productivity. According to Edirisooriya's (2014) study, there is a high correlation between employee productivity and monetary benefits like pay and wages.

Nair and Ganesh (2017), also states that, the increase in the price of goods made the salary earned insufficient to cover their daily needs. Novianty and Evita (2018), on the other hand, emphasized that salaries that remained at the old level and did not change with the passage of time would have a negative impact on workers' productivity.

Benefits

Any type of incentive offered by the company other than wages or salaries and that is fully or partially funded by the employer is referred to as an employee benefit (Kadir et al., 2019; Salisu et al., 2015). According to Rosale and Ramirez (2019), regardless of whether employees are paid in cash or not, they still receive benefits in addition to their basic salary. Benefits may be monetary, like health insurance and paid time off, or non-financial, such flexible work schedules and well-being initiatives to boost employee morale, contentment, and commitment (Nankervis et al., 2012). Benefits may fall under the institutional, mandatory, or non-mandatory categories.

According to Clement et al. (2021), the provision of leave time, insurance against unforeseen catastrophes, and additional tailored services are some examples of how employment perks create compensatory value for people and their families. On the other hand, benefits include programs for saving money and securing the future of employees' and their families' families through health, income protection, and retirement. Institutional benefits are extra benefits supplied by institutions or the company above and beyond those that are necessary, such as a 14th-month wage, a transportation allowance, a vacation allowance, etc (Divine College of Vigan Manual, 2011; Rosale & Ramirez 2019). If the employees' benefits are guaranteed, they won't have to worry about money. Research backs up the fundamental tenet of agency and economic theories that, when agents are rewarded for outstanding performance, output rises

(Patiar & Wang 2020)

Allowances

The term "allowance" refers to monetary incentives provided to employees in addition to their pay for a variety of purposes, such as employee relocation, financial support, and engagement allowances (Kadir et al., 2019). According to Gupron and Putra (2020), allowances are payments made by a corporation to its workers who are thought to have contributed significantly to the achievement of the firm's objectives. The purpose of this

allowance is to give its employees a sense of security about their financial necessities as a kind of corporate social responsibility.

High pay may influence someone to stick with the company, and they'll dedicate themselves and show their dedication. To accurately ascertain how a company's welfare package for its employees can affect their level of productivity, the relationship between employee welfare package and productivity was examined (Ufoaroh et. al., 2019).

Employee Engagement

Employee engagement is defined as "the level of commitment and involvement an employee has towards his organization and its values" and as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Moletsane et al. 2019 p. 113; Fisher & Haddad 2013). Employee engagement at work specifically displays how committed, intensely focused, and obligated a person is to provide services to their company as part of the employment responsibility (Othman & Mahmood 2019 p. 1086).

According to Mishra et al. (2015), employee engagement refers to how attentive and engrossed people are in their work, As a result, if we consider how positive and negative affective events interact throughout the day, and how this reciprocity may influence work engagement. Work engagement can be influenced by a combination of positive and negative affective events that affect people's moods (Bledow et al., 2011)

Cezar (2014), research also states that, higher education personnel exhibit high levels of vitality, devotion, and immersion at work. Saxena (2015), also propounded that, motivated employees produce more work and experience lower retention rates. Employee involvement has been linked to loyalty and job happiness (Manonmani, 2013).

According to research by Plessis (2014), cited by Indriyani & Heruwasto (2017 p.86a), engaged workers produce 95% higher assets, 68% higher revenue, and 29% more employees who plan to stay with their current employer. Anitha (2013) identified seven elements as necessary for employee engagement. These seven elements include the work environment, the leadership, the team, the training and development, the pay, the corporate policies, and the well-being of the workplace (Indriyani & Heruwasto 2017)

Employees who are disengaged may still arrive and leave work on time and take their normal breaks throughout the day; however, disengaged employees are unhappy, their productivity begins to decline, negative attitudes begin to rise, and they can begin to influence the attitudes of employees around them (Cataldo, 2011a). Many

mechanisms have been discovered by researchers such as Cataldo that can help to improve employee engagement in the workplace (Cataldo, 2011b). This researcher investigated the relationship between an employee's level of involvement in the organizational goal setting process and their levels of workplace engagement, examining vigor, dedication, and absorption.

Anitha (2014), conducted a study on 383 employees in Coimbatore and discovered that employee engagement has a significant impact on task performance. According to Obuobisa-Darko (2020), employee engagement explains why employees have positive attitudes toward their organization, provides full" characteristics of being high in power distance, a collectivist culture, and where informality exists

Furthermore, Agyemang & Ofei (2013) also concluded in a study on employee engagement in the Ghanaian context that (EE) are in their infancy and that relatively little academic research has been conducted, resulting in a lack of knowledge on EE . In light of these considerations, this paper seeks to answer the question, "What is the level of employee engagement considering vigour, absorption, and dedication"?"

Vigour

Vigor is a set of interconnected affective states that employees experience at work, referring to feelings about physical strength, emotional energy, and cognitive activity (Jaya & Ariyanto, 2021). According to the findings of Rustono and Akbary (2015), Hanaysha (2016), Yin (2017), Puspa and Sagala (2018), Winowoda (2018), and Natrajan et al (2019), absorption has a significant impact on employee performance. In contrast, Joushan et al. (2015), Mahadika et al. (2018), and Witasari & Gustomo (2020) demonstrated that their research findings on vigor, dedication, and absorption had no effect on employee performance.

Through these gaps in the researchers' research findings and the phenomena that occur, the researchers want to see if vigor, dedication, and absorption have an effect on performance and if these research results related to vigor, dedication, absorption, and performance could support the

Employees who work with zeal will complete their tasks more efficiently, which will have a positive impact on overall performance. As a result, it is possible to conclude that vigor influences employee productivity.

According to researchers Jaya and Dawood (2020), vigor has a positive and significant effect on employee performance in IT companies in Chennai. Similarly, according to the findings of Carter et al. (2016), vigor has a positive and significant effect on performance. While Winowoda (2018), research explained the same thing, vigor has a significant effect on employee performance.

Absorption

High absorption workers are able to focus entirely on their tasks. This might have an impact on how well they perform for the organization. According to Maisyur & Ariyanto (2021), absorption refers to the state of employees who are completely focused and absorbed in their work. Employees enjoy getting involved in their work, as time seems to fly by. Furthermore, they would find it difficult to disconnect from their work because they are immersed in it.

According to the research findings of Lewiuci et al. (2016), absorption has a positive and significant impact on employee performance and makes a significant contribution. Similarly, Meilia and Setyowati (2016) discovered that absorption has a positive and significant impact on performance. Meanwhile, Meswantri and Awaludin (2018) found that absorption has a significant impact on employee performance. Winowoda (2018) found a similar effect of the absorption variable on employee performance at the Grand Inna Malioboro Hotel Yogyakarta.

Dedication

Dedication is an enthusiastic feeling that employees have when they work, where they are proud of the work they do and the company for which they work, and where they remain inspired and diligent to the end at the company without feeling threatened by the challenges that they face. Similarly, Fan and Cai (2017) discovered that dedication has a positive and significant impact on task and contextual performance. According to the research findings of Al-dalahmeh et al. (2018), dedication significantly contributes to employee productivity.

The findings of Fauzi and Ed's (2016) study, which argue that dedication has a positive and significant effect on employee performance and makes a significant contribution to influence, are consistent with the findings of Fan and Cai (2017), which show that dedication has a positive and significant effect on task performance and contextual performance. According to the findings of Al-dalahmeh et al. (2018), dedication significantly contributes to employee performance.

Productivity

Workers' productivity is crucial since it determines if a company has succeeded in reaching its goals or not. According to Akbar et al. (2018), works' productivity is the effective and efficient use of human resources, the accuracy or sufficiency of labour methods or procedures in relation to the resources and time available to achieve goals. Efficiency, effectiveness, and quality are the three components of job productivity, according to (Ariani et al., 2020). Productivity is made up of effectiveness and efficiency and is defined as output / input plus output /

goal; it also refers to a larger idea that anything that improves the performance of the organization (Roghianian et al., 2012). Furthermore, Asia Productivity Organization (APO) (2016), defines productivity as: "Doing the right things" plus "Effectiveness + Efficiency + Effectiveness". = "Doing things right" + "Doing the right things"

Oludayo (2015), also stated in his research that, employee welfare packages can increase employee productivity.

According to Robbins (2014), organizations are social entities that are consciously coordinated, with a relatively identifiable boundary, which works on a relatively continuous basis to achieve a common goal or group of goals.

Productivity can be used to compare the actual output of production to the actual input of resources over time or against common entities. According to Maslow's theory of motivation, higher pay should motivate workers more, and since motivated workers are more committed to their jobs, their production rates will also be higher. It has long been known that greater wages have a positive impact on worker productivity.

Kim & Choi (2018), also conducted a study of a similar nature and found that higher pay is associated with higher worker productivity. This supposition was made by Gunawan & Amalia (2015) was that the relationship between wages and employee productivity is constant. Productivity can be used to compare the actual output of production to the actual input of resources over time or against common entities.

In addition to this, Aish & Urmah (2021), also cited Umoru & Yaqub (2013), in their research which used cointegration and the GMM approach to examine the effects of health capital on labour productivity. His research's findings indicated that health capital investment is a crucial factor in determining workers' productivity in Nigeria.

Eze et al. (2023), citing Ndichu (2017), also looked at the impact of incentives and rewards on worker productivity in Kenyan small banks. The results of the survey research design, descriptive statistics, and inferential statistics on a sample of 164 First Community Bank employees in Nairobi who were chosen using a straightforward random sampling procedure revealed that financial incentives had a favourable but small impact on employee productivity. On the other hand, non-financial rewards also boosted workers' output and effectiveness of the workforce was also enhanced by reward programs.

Management by Objectives (MBO)

According to Okolocha & Bonaventure (2020), MBO is a good management technique that increases productivity because it is flexible and allows employees to participate in determining objectives. Organizational goals are translated from individual goals, and vice versa, with the result that employees naturally follow and strive to

achieve the goals they have established because they are involved in goal-setting. Management by Objectives (MBO) is one of the techniques available to managers looking to increase the efficiency of their company (Odongo & Datche, 2015).

Aminu (2019), states in his research that, under the MBO model, the application of McGregor's theory Y becomes significant. MBO works best with Theory Y, which holds that employees enjoy their jobs and are motivated by their accomplishments (theory X holds that humans are generally lazy and must be forced to work). As a result, for the MBO model to be effective or practicable, the environment must be theory Y oriented.

MBO is a cooperative strategy in which the manager and each subordinate mutually decide on the subordinate's objectives. MBO begins when the supervisor explains the department's goals during a meeting (Felix, 2018). The subordinate takes the goals and proposes targets for his or her specific task. In light of these considerations, and to fill a knowledge gap, this study investigates the relationship between objective management and organizational productivity.

Effectiveness

The degree to which outputs meet established goals is referred to as effectiveness, and productivity is the total of efficiency and effectiveness. According to (Ghahremanloo et al. 2020). To this goal, a Data Envelopment Analysis (DEA) model is created to jointly assess the productivity, efficacy, and efficiency of hospitals (DEA-EEP).

The Dynamic Network DEA was used by Khushalani and Ozcan (2017) to assess hospital performance and only attempt to gauge hospital efficacy. Hospital effectiveness can be used to assess whether or not predefined goals have been achieved. The DEA-EEP approach can evaluate hospitals more thoroughly by concurrently measuring effectiveness and efficiency.

The selection of efficient inputs and outputs is essential in the evaluation of healthcare facilities. In this study, inputs and outputs are chosen in accordance with professional judgment and a review of the body of previous work. The writers of the research made an effort to choose measures that accurately reflected the performance of Iranian hospitals in the case study.

Efficiency

Input to output ratio is referred to as efficiency. Depending on divergent views and situations, academics have defined efficiency in a variety of ways; some are comparable, while others are not (Okwudili & Edeh 2017)

proposed that perceived work efficiency occurs when an employee or a group of employees accomplishes organizational goals in accordance with desired standards or expectations within a predetermined time frame.

Diamantidis and Chatzoglou (2018) earlier research has identified a number of intriguing elements that may improve employee efficiency. He argued that the environment and management support had the largest direct and indirect effects on employee efficiency, according to investigation of empirical elements determining employee productivity. Employee effectiveness, meanwhile, is strongly influenced by adaptability and internal motivation. Similar to this, Dewasthale & Kharadkar (2017), found that highly efficient employees are a constant factor in service quality, even though service quality is also determined by accounting for employees' indirect roles. They studied the influence of employee performance on service quality perception across service categories.

According to Ayub and Islam (2018)'s study of the Kelantan hotel business, employee engagement has a considerable impact on employee efficiency, just like leadership, peers, the work environment, training and development, compensation, organizational rules, and workplace well-being. These results are in line with those of Nguyen and Giang (2019), who claimed that eight factors affect employee productivity and satisfaction: 1) recognition and reward; 2) training and development; 3) job promotion; 4) pay; 5) work environment; 6) relationships with supervisors; 7) relationships with coworkers; 8) work processes and duties; and that housework distance and overtime labor adversely affect employee efficiency.

Theoretical Framework

Herzberg's Two-Factor Theory would guide this investigation. Herzberg developed the theory in (1964). The theory serves as a standard for describing the elements that influence productivity at work. His scientific management philosophy promoted the idea that only financial rewards could adequately encourage workers to produce.

This theory served as the foundation for this investigation because it clearly ties motivators and hygienic variables to both intrinsic and extrinsic reward systems. Herzberg (1964) distinguished between the workplace characteristics that contribute to job satisfaction and job dissatisfaction. Motivators (satisfiers) were found to contribute to job satisfaction, whereas hygiene variables were found to contribute to job unhappiness (dissatisfiers). Intrinsic factors are another name for motivators. When there are motivators at work, it encourages employees to put in more effort (Herzberg, 1966).

Similar to Max Weber's (1947, p. 337), bureaucratic theory, "the main purpose of management should be to achieve the highest productivity for the employer, paired with the maximum productivity for each employee," the theory likewise places an emphasis on efficiency. The three fundamental tenets of scientific management are unambiguous task and responsibility delegation, high pay for good performers, and the use of scientific methodologies to identify and standardize the one optimal way to perform a work. The theory was applied because it particularly addresses the impact that financial incentives have on workers' productivity. It makes sense then that Herzberg's two-factor theory, according to Robbins (2011), provides a clearer understanding of the importance of a person's relationship to their profession and the reality that how they view their employment has a direct impact on whether they succeed or fail. In spite of this theory's advantages, its shortcoming was that, there was no proof to support the idea that variables would increase productivity.

Conceptual Framework

The link between Compensation and is covered in this literature study. The relationship between compensation and employee engagement on workers' productivity is covered in this research study and is conceptualized and illustrated in the following figure:

Independent Variable

COMPENSATION

- Salary
- Benefit
- Allowances

EMPLOYEE ENGAGEMENT

- Absorption
- Vigour

Dependent Variable

WORKERS' PRODUCTIVITY

- Management by Objectives
- Efficiency

Source: Researcher

CHAPTER THREE

METHODOLOGY

Introduction

The structure of this level will highlight the research methodology and the information gathering process. In order to perform the research, a case study of La Nkwantanang-Madina and Ayawaso East Municipal Assemblies in the Greater Accra region will be chosen to examine the effect of compensation and employee engagement on some workers' productivity in the Local Government Service of Ghana.

Research Design

According to DeVos and Fouche (2015), a research design is the blueprint or comprehensive strategy of how a research study will be carried out. It provides direction on the logical arrangements for data collection and analysis so that conclusions can be made. In essence, this study was a quantitative design with the aim of testing the objective theories by examining the relationship among the variables. According to Apuke & Oberiri (2017), the quantitative technique of a research involves quantifying and analyzing variables in order to produce results. It comprises the use and analysis of numerical data using particular statistical techniques to answer questions like who, how many, when, where, and how many. In achieving this, staff of the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies were consulted for information using a descriptive methodology. The tool utilized to get the data was a structured questionnaire.

Population Sampling Techniques

The target population of the study was about 202 employees of both Ayawaso East Municipal Assembly and La-Nkwantanang Madina Municipal Assembly in the Greater Accra Region.

To determine the sample size, the Taro model formula was used.

The formula was given as thus:

$n = \frac{N}{1 + N(e)^2}$ Where n = anticipated total sample size; N = population size; e = error term (0.05) Therefore, the sample size is calculated thus

$$n = 202$$

$$1 + 202(0.05)^2$$

$n = 134$. The choice of the said organization under study is due to the fact that, the researcher has worked there before.

When a researcher uses a sample to draw broad conclusions about the characteristics of a population, the term sample is used (Amin, 2015). It will be easy to sample a segment of the population due to the size of the population. Once more, time and other resource constraints support the usage of a sample (Suter's, 2011). The sample for this study was chosen from 202 respondents. The population size will be taken into account when determining the sample size of 134.

The study will be carried out utilizing a convenience sample methodology, a non-purposive sampling method. The study's one hundred and thirty-four (134) respondents were chosen using convenience sampling techniques. In the beginning, respondents will be named the researcher's basic question that he posed once he arrived at the Assembly's premises. The researcher deliberately searched for a number of features that are relevant to this study, which has influenced the choice of sampling technique.

Instrumentation

A quantitative questionnaire was constructed to collect the data for this study because it is generally simpler to evaluate and has a well-known structure. 5-likert items were included in the questionnaire, which was created to generate discrete data for the analysis. When a survey question uses the Likert scale, respondents rate the sequence of statements on a symmetric scale according to how much they agree or disagree with each one. Data will be gathered to study how the compensation and employee engagement affects workers' productivity. Any incomplete questionnaires will be removed from the data collection. According to the following scoring key, the valid surveys were coded to reflect the corresponding categories: Agreed-2, Disagree-3, and Strongly Agree-4; Strongly Agree-1; In order to provide the appropriate descriptive statistics, the scored questionnaires will then be examined using Statistical Product for Service Solutions (SPSS).

Data Gathering Procedures

Questionnaires were distributed to the sample's respondents; data were individually collected by the researcher. The administration of the questionnaires and the gathering of the data took place over the course of one week. To obtain permission for the data collection procedure within the organization in the study region, the researcher was provided a transmittal letter from Valley View University's Graduate School of Business Faculty. Participants were well informed by the researcher the purpose of the study and seeks for their consent and have assured them of their anonymity that information received from the subject will be kept in strict confidence and was used only

to create this report. In this example, the researcher made sure that the processes were acceptable and fairly applied while also treating everyone with respect.

Data Analysis

Statistical Packages for the Social Sciences (SPSS) was used to analyze the collected data using descriptive statistics. The reason why SPSS was used was because it is a versatile, configurable approach to get incredibly detailed on even the most complex data sets. It also helps the researcher to have ample time to spot trends, create prediction models, and make wise decisions (Ben, 2018).

Mean and Standard Deviation was also used to analyse the descriptive from questions (1-3), Pearsons Correlation was aslo adopted to analyse the relationship questions, T-Test and ANOVA was also used to analyse the significant difference in productivity, prediction questions were analysed by Regression Analysis and Moderations questions were also analysed with SmartPLS. According (Amin, 2022), SmartPLS can does accurate analysis of the cause-and-effect relationship of each variable

The logo for JETIR (Journal of Emerging Technologies and Innovative Research) is a watermark in the center of the page. It features a shield-like shape with a laurel wreath border. Inside the wreath is a colorful flower-like emblem with six petals in shades of red, orange, yellow, green, blue, and purple. The text 'JETIR' is written in a large, serif font across the top of the shield, and 'CHAPTER FOUR RESULTS AND DISCUSSION' is written in a smaller, bold, sans-serif font across the middle of the shield.

CHAPTER FOUR RESULTS AND DISCUSSION

Introduction

This chapter discusses and interprets the results based on the data gathered from 134 respondents, of which 130 was used for the study, as the gathered data. In analysing the data to answer the three research questions, tables showing the frequencies and their corresponding percentages for each item were constructed. The background information of participants was also presented before the research questions. The analysis was divided into four parts. The first part presented the background information of respondents and the overall measure of employee engagement.

The second part focused on the compensation and benefit policies (financial factors), and how they have increased the level of employee engagement or otherwise by answering research question one. The third part addressed the non-financial factors that have contributed to the level of employee engagement or otherwise and it addresses research question two. The last part focused on the extent to which the level of employee engagement had influenced the employee's productivity of employees. Also, the factors that the respondents choose as the drivers of their engagement levels can be found in this chapter.

Data Presentation

This section deals with the demographic information gathered from the respondents of the questionnaire. This includes tables and figures of field findings and the analysis of the figures or items summarized below the table. The total number of respondents of the survey was 130 indicating 90% of the response rate. Males comprised a total of 55.6% whereas the remaining 44.4% of respondents were females. In terms of the categories of job position, a total of 49 respondents were junior staff whereas 23 of them were senior staff.

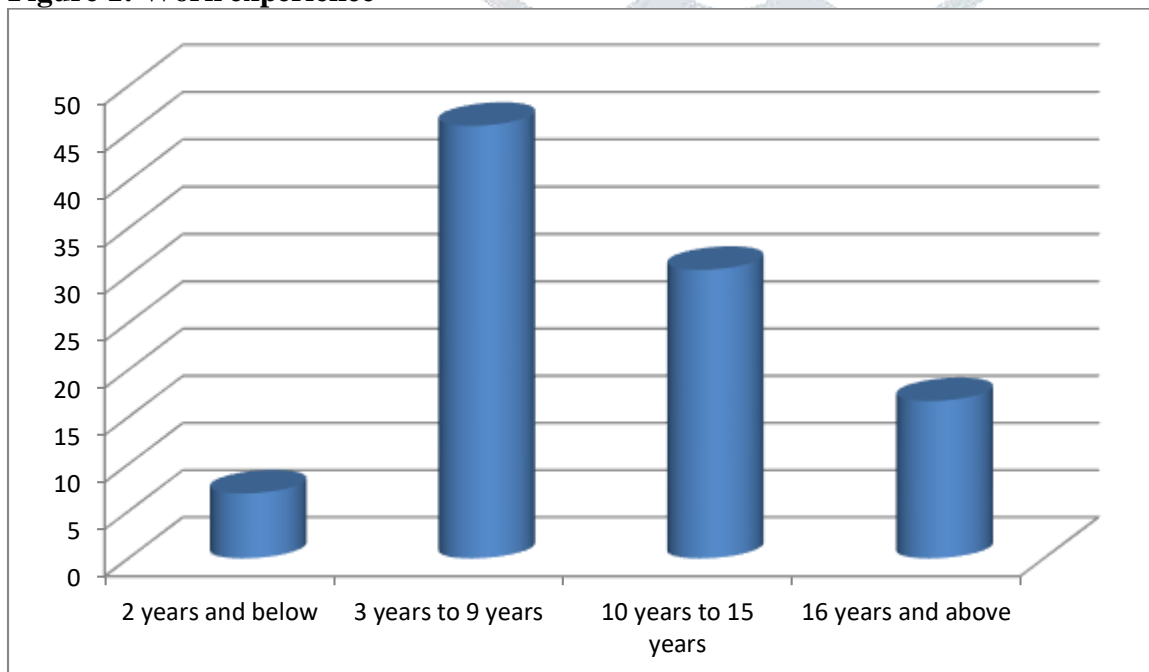
Table 1 shows the age distribution among the respondents. Out of the total of 130 respondents, 46.3% and 30.6% were in the age groups of 20-35 years and 36-55 years respectively. This shows that most of the employees are in their youthful stage with not less than fifteen years ahead of them if they decided to stay in the organisation. The rest of the information on the age categories can be referred from the table.

Table 1: Age of respondents

Age-range	Frequency	Percentage (%)
20 years to 35 years	62	46.3
36 years to 55 years	41	30.6
56 years and above	27	20.1
Total	130	100

Source: Field data (2023)

Figure 1: Work experience



Source: Field data (2023)

Figure 1 shows the number of years respondents have worked at the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies. Employees who had worked with the organisation between three to nine years recorded the highest number of participants in the survey. Thus, they were 45.8%. However, it cannot be concluded the number of years these employees have spent in the organisation reflect their engagement levels, and satisfaction with the company's policies on compensation and benefits. The rest of the information can be referred from the table.

Table 2: The overall engagement levels in the organisation

Table 2 represents the three levels of engagement of all workers at the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies. As indicated in the table below, majority of the respondents confirm that they are actively engaged in decision making process in their respective institutions. This recorded a mean value of 4.859. This clearly indicated that irrespective of the working conditions prevalent in the organisation, this group of employees enjoy working in the organisation. Also, few of the respondents stated that, they are partially engaged in decision making process, while less of the respondents are disengaged in the institutions decision making process. This explains that, majority of the employees in the assemblies are engaged in various decision-making process in their respective institutions.

Engagement level	Mean	Std. deviation
Actively engaged	4.859	0.8745
Partially engaged	2.451	0.5214
Actively disengaged	1.014	0.2475

Source field (2023)

Feedback on the compensation and benefits policies (financial factors)

Compensation and benefits policies were measured using twelve items, and rated strongly agree to strongly disagree as indicated in table 3. According to the respondents, they disagree to the fact that, salary and remuneration paid reflect the skills, competence and the work output offered by an employee, as this was interpreted to be low (M=1.541, SD=0.536). In spite of the fact that, the employees agreed to the fact that, they receive their fixed salary every month, it was revealed by the respondents disagreed to the fact that, the basic pay is sufficient to make one desire working for local government (M=2.874, SD=0.754). Moreover, the respondents disagreed that, the benefits provided by the company administered fairly according to the competence and work output of an individual, and this was also rated as low with a mean value of 1.202 and SD as 0.541. Moreover, the respondents disagreed that, the company is concerned about the personal needs of employees such as child care

services, domestic partner benefits etc., with a mean value of 1.321 and standard deviation of 0.402. Based on the above figures, it was found that, the compensation and benefits policy in the municipal assemblies is very low.

Table 2: Compensation and benefits policies (financial factors)

Item No.	Compensation	Mean	Std. deviation	Scaled response	Verbal interpretation
1.	The salary and remuneration paid reflect the skills, competence and the work output offered by an employee	1.5412	0.53547	Disagree	Low
2.	The wages and salaries of employees are paid on the set date	1.6587	0.57452	Disagree	Low
3.	The basic pay is sufficient to make one desire working for local government	2.8745	0.75412	Disagree	Low
4.	Employees have a constant fixed salary every month	3.5478	0.87410	Agree	Very high
5.	The benefits provided by the company administered fairly according to the competence and work output of an individual	1.2022	0.54121	Disagree	Low
6.	The company is concerned about the personal needs of employees such as child care services, domestic partner benefits etc	1.3212	0.40212	Disagree	Low
7.	I am paid extra money when I work beyond the working hours	1.5412	0.53547	Disagree	Low
8.	My company reimburse all hospital bills and rent bills	1.6587	0.67452	Disagree	Low
9.	I am entitled to travelling and study expenses	2.8745	0.65412	Disagree	Low
10.	There is total engagement of employees in decision making	1.9745	0.55745	Disagree	Low
11.	Engagement of employees are fairly distributed	1.5412	0.43547	Disagree	Low
12.	Engagement of employees influence employees performance positively	1.6587	0.57452	Disagree	Low

1-Strongly Disagree, 1.00-1.49, Very Low; 2-Disagree, 1.50-2.49, Low; 3-Agree, 2.50-3.49, High; 4-Strongly Agree, 3.50-4.00, Very High. Source: Field data, 2023

In order to test the strength of the relationship and direction of the compensation and benefits policies (financial factors) in relation to employee engagement, the Spearman's rho coefficient matrix was used. As evident in Table 3, a correlation coefficient of 0.247 with p-value of 0.018 was obtained. Since the p-value of 0.018 is less than the alpha value of 0.05, it can be concluded that there is a statistically significant relationship between the compensation and benefits policies and employee engagement. Also, the correlation coefficient (0.247) indicates a significant positive relationship between the compensation and benefits policies and employee engagement, although the strength of correlation was quite weak.

With reference to the literature on the compensation and benefits policies, Berger (2022) mentioned that without good reward system employee engagement will lack focus. This iterates the relevant linkage between engagement and reward. Though the results of the current study did not depict a strong correlation between the compensation

and benefits policies and employee engagement, over 40% of the respondents somewhat agreed or totally agreed that their performance is properly rewarded and as such, they receive sufficient pay for the work they do. To a large extent, this explains why there is a high level of employee engagement in the organisation.

The findings on the relationship between the financial factors and employee engagement also corresponds with Towers Watson Group's (2019) research which indicated that employees who believe they are paid fairly compared with people in either their company or other companies are likely to be highly engaged than people who do not believe they are paid fairly. Again, when the correlation matrix of the financial and non-financial factors are compared with employee engagement, it can be observed that though the two groups of factors have a positive correlation with employee engagement, the strength of correlation between employee engagement and the financial factors (.274) is a little stronger than that of the non-financial factors (.221).

The correlation of employee engagement in relation to both the financial and non-financial factors can be said to be contrary to the assertion of Dow et al. (2022) that most employees have now become a lot interested in the non-financial resources than the financial resources. Furthermore, most of the literature on employee engagement that the current study came across suggested factors that are non-monetary to be very essential drivers of engagement. For instance, Purcell's (2020) study found employees' participation in decisions affecting their job or work to be an important factor, which is strongly associated with high levels of employee engagement.

Table 3: Correlation between the financial factors and employee engagement

			Financial factors	Employee engagement
Spearman's rho	Financial Factors	Correlation	1.000	.247*
		Coefficient	.	.018
		Sig. (1-tailed)	130	130
Employee engagement	Employee engagement	Correlation	.247*	1.000
		Coefficient	.018	.
		Sig. (2-tailed)	130	130
		N	130	130

* Correlation is significant at the 0.05 level (1-tailed)

Feedback on the non-financial factors

This section provides responses of participants to the various questions related to the non-financial factors that are potential drivers of employee engagement. Responses were ranked on a five-point scale from strongly disagree to strongly agree. The responses for all the items on the non-financial factors were presented in a frequency table. Also, the results were analysed in cross tabulations in terms of the gender and job positions of respondents. Finally, the Spearman's rho correlation test was used to determine the correlation between the non-financial factors and engagement levels of employees.

Table 4 represents the non-financial factors that are also potential drivers of employee engagement. In the questionnaire, the statements used to solicit the opinion of respondents covered areas such as job autonomy, co-worker support, participation in decision-making and job security. Majority of the respondents revealed that, they have high level of energy and mental peace to perform and this recorded a mean value of 3.9745. Also, the respondents stated that, they feel like going to work when I get up in the morning and this recorded a mean value of 3.5412. Moreover, the respondents added that, they persevere even when things are difficult at work, with a mean value of 3.6587. However, the respondents added that, they get worried when time is running out on them when they are working, and this also recorded a mean value of 3.2022. In addition, majority of the respondents stated that, they are committed to work because they enjoy the company of their colleagues, and this recorded a mean value of 3.9745.

Table 4: Level of employee engagement in terms of vigour, dedication, and absorption

Level of employee engagement in terms of vigour, dedication, and absorption	Mean	Std. deviation	Scaled response	Verbal interpretation
I have high level of energy and mental peace to perform	3.9745	0.85745	Strongly agree	Very high
I feel like going to work when I get up in the morning	3.5412	0.83547	Strongly agree	Very high
I persevere even when things are difficult at work	3.6587	0.87452	Strongly agree	Very high
I can work for a very long period at a time	2.8745	0.75412	Agee	High
I work on my tasks willingly	3.5478	0.87410	Strongly agree	Very high
I do not get tired easily at work	3.0014	0.70125	Strongly agree	Very high

I get worried when time is running out on me when I am working	3.2022	0.74121	Strongly agree	Very high
I find the work that I do meaningful and with purpose	3.3212	0.80212	Strongly agree	Very high
I am committed to work because I enjoy the company of my colleagues	3.9745	0.85745	Strongly agree	Very high
I see my job as challenging	3.5412	0.83547	Strongly agree	Very high
I am very attached to my work	3.6587	0.87452	Strongly agree	Very high
I am not happy working when time is running out on me	2.8745	0.75412	Agree	High
I am very productive	3.5478	0.87410	Strongly agree	Very high
My mind is focused on my job when I am working	3.0014	0.70125	Strongly agree	Very high
I work better when I concentrate on my job	3.2022	0.74121	Strongly agree	Very high
I am not happy working when time is running out on me	3.3212	0.80212	Strongly agree	Very high
I don't get distracted by what is happening around me when I'm working	3.9745	0.85745	Strongly agree	Very high
I feel happy working when I'm immersed in the work	3.5412	0.83547	Strongly agree	Very high
I am excited about my job and I have a sense of belonging	3.6587	0.87452	Strongly agree	Very high

1-Strongly Disagree, 1.00-1.49, Very Low; 2-Disagree, 1.50-2.49, Low; 3-Agree, 2.50-3.49, High; 4-Strongly Agree, 3.50-4.00, Very High. Source: Field data, 2023

From Table 5, the Spearman's rho is 0.221, with a p-value of 0.031. This suggests a significant relationship between the variables. Also, the correlation coefficient indicates a significant positive relationship between the non-financial factors and levels of employee engagement in the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies. However, the strength of correlation between the variables is weak. It can therefore be deduced that the non-financial factors also contribute to the level of employee engagement. It is evident from the results that, apart from monetary incentives, other resources do play an active role in determining the engagement levels of employees. The result can be related to the study of Cascio (2020) and Shacklock et al. (2020) which found job autonomy to be a significant predictor of the levels of job satisfaction with a knock-on effect on employee engagement. Also, as Evans et al. (2009) discovered in their study with regards to the positive relationship between employee engagement and non-financial factors, especially participation in decision-making, the same can be said of the results obtained in the current study. Although not majority of the Junior Staff in the current study suggested being actively involved in the decision-making activities in the organisation, some

suggested that their opinions were taken. In terms of job security, De Cuyper and De Witte (2019) in their research found job insecurity to be a statistically significant factor that was negatively related to employee engagement ($r = -0.18$). In other words, job security is positively related to employee engagement. In the current study, though the actively engaged employees are about 70% of the overall respondents of the survey, around 32% of them were not sure about the guarantee of remaining in the company while 18% were in disagreement of having less threat of losing their job. However, this was not a deterring factor of disengaging them.

Table 5: Correlation between the non-financial factors and employee engagement

		Non-financial	Employee engagement
Spearman's rho	Non-financial	Correlation Coefficient	1.000
		Sig. (1-tailed)	.221*
		N	130
Employee Engagement	Employee Engagement	Correlation Coefficient	.221*
		Sig. (1-tailed)	1.000
		N	.031
			130

** $P > 0.05$ (1-tailed)

Employees' Productivity

This section provides responses employees' productivity based on their engagement in their various institutions. The results were analyzed in cross tabulations. Finally, the Spearman's rho correlation matrix was used to determine the correlation between employees' productivity and engagement levels of employees.

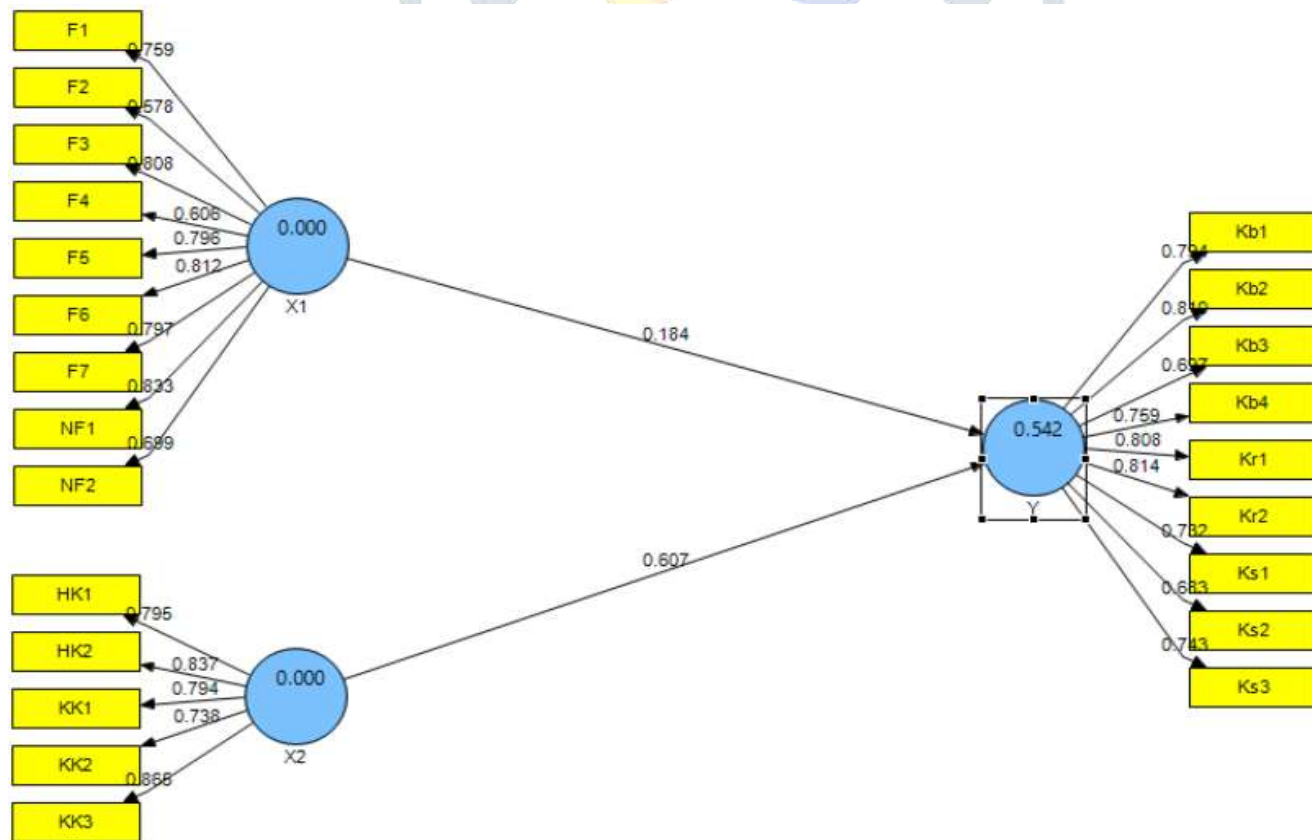
Table 6 represents the productivity of employees at La Nkwantanang-Madina and Ayawaso East Municipal Assemblies were evaluated. From the responses gathered, the respondents revealed that, they have an established guideline to achieve organization targets, and this recorded a mean value of 3.20. Also, the respondents stated that, they have been allocated with the right tools to enhance their output and this also recorded a mean value of 3.13. I provide daily update of work done to my supervisor/ manager, as stated by most of the respondents, with a mean value of 3.20. The respondents added that, they use the perspective/ feedback of clients to improve on their performance, and this recorded a mean value of 3.13. Conclusively, it can be stated that, the respondents are equally engaged by their manager in all decision-making process and are very focus on quality and not on the quantity of work done.

Table 6: Employees’ Productivity

Employee productivity	Mean	Std. deviation	Scaled response	Verbal interpretation
I have an established guidelines to achieve organization targets	3.20	0.80212	Strongly agree	Very high
I have been allocated with the right tools to enhance my output	3.13	0.85745	Strongly agree	Very high
I am equally engaged by my manager in all decision making process	2.20	0.83547	Disagree	Low
I always focus on quality and not on the quantity of work done	2.03	0.87452	Disagree	Low
I provide daily update of work done to my supervisor/manager	3.20	0.80212	Strongly agree	Very high
I use the perspective/ feedback of clients to improve on my performance	3.13	0.85745	Strongly agree	Very high

1-Strongly Disagree, 1.00-1.49, Very Low; 2-Disagree, 1.50-2.49, Low; 3-Agree, 2.50-3.49, High; 4-Strongly Agree, 3.50-4.00, Very High. Source: Field data, 2023

Discussed below is the result of the calculation using SmartPLS version 2.0:



The direct effect of compensation on employee engagement is 0.184. This means that the compensation effects on employee engagement (assuming working environment is constant) is 18.4%. That is, the compensation is

weak effect on employee engagement. The most dominant indicator in the compensation variable is job promotion.

The direct effect of working environment on employee engagement is 0.607. This shows that the effect of working environment on employee engagement (assuming compensation is constant) is 60.7%. That is, the working environment is strong enough effect on employee engagement. The most dominant indicator in the work environment variable is a pattern of leadership.

The direct effect of the both variable (compensation and working environment) on employee engagement is 0.542. It shows the contribution of compensation and working environment has an influence on employee engagement by 54.2%. This means that compensation and working environment will affect strong enough on employee engagement.

When compared to the influence of both variables is the working environments variable more dominant effect on employee engagement. While in the employee engagement variable, the most dominant indicator located on the willingness, which is the willingness of employees to work harder or work extra hard.

The test results of hypothesis indicate that partially compensation significant effect on employee engagement. This means there is a low effect of compensation on employee engagement. The test results showed partial hypothesis that there is significant effect of working environment on employee engagement. This means that there is a strong effect of working environment on employee engagement. The simultaneous test results hypothesis shows there is effect of compensation and working environment on employee engagement. This means that there is a strong influence of compensation and work environment simultaneously on employee engagement.

From Table 7, the Spearman's rho is -0.384, with a p-value of 0.001. This suggests that there is a statistically significant relationship between employee's productivity and employee engagement. Also, the correlation coefficient indicates a significant negative relationship between the two variables. However, the strength of correlation between the variables is quite moderate. It can therefore be deduced that the non-financial factors also contribute to the level of employee engagement. It is evident from the results that the high engagement levels of employees contribute to higher employee's productivity.

In addition, research associated with the most common variables that are related to employee engagement has suggested that their resulting factors are inversely related to employee's productivity of employees (Carmeli et

al., 2020). This has actually been reaffirmed by the above result. Again, Cheese et al. (2019) mentioned that most literature on employee engagement have shown that engagement is implicitly intertwined with employee's productivity. In order to test whether this is true or not and also to confirm whether the same can be said of the current study or otherwise, a paired sample t-test was conducted to evaluate whether there is an inverse relationship between the level of employee engagement and employee's productivity.

As established in Table 7, the result indicated an inverse relationship between employee's productivity and employee engagement. In this light, the current study also supports the assertion that there exists an inverse relationship between employee engagement and employee's productivity. Also, based on the responses gathered on the various items on employee's productivity of employees, it was evident that majority of them, irrespective of their gender or job position had no intention of looking for another job or leaving the organisation. For instance, senior staff had a total of 43.5% of the senior staff and 38.8% of the junior staff somewhat disagreed and totally disagreed respectively at the time of the survey that they were actively searching for a new job.

In addition, it is not very surprising that most of the employees had no intentions of leaving the organisation, especially when results obtained on engagement levels revealed that about 70% of them were actively engaged to their job. These findings are also in line with Towers Perrin Group's (2020) research which was mentioned that actively engaged employees are less likely to leave their organisation and more likely to spend their career with the organisation.

Table 7: Correlation between employee's productivity and employee engagement

		Employee's Employee productivity engagement		
Spearman's Rho	Employee's productivity	Correlation Coefficient	1.000	-.384*
		Sig. (1-tailed)	.	.001
		N	130	130
Employee engagement	Employee engagement	Correlation Coefficient	-.384*	1.000
		Sig. (1-tailed)	.001	.
		N	130	130

* $P > 0.05$ (1-tailed)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The chapter looked at the summary, conclusions and recommendations of the study. The summary touched on issues related to the study's overall objective, methodology and the key findings for the three objectives. The conclusions were drawn from the major findings of the three objectives. The recommendations were drawn from the various findings and conclusions of the study. Lastly, suggestions for future studies were given in this chapter.

Summary of the Findings

Fairly compensated schemes and active employee engagement are very critical in increasing workers' productivity hence the urgent need for public sector agencies to attract and retain the best talents by offering them the best incentives to work (Lockwood, 2021). Therefore, the current study was aimed at assessing the compensation scheme; level of employee engagement and by extension to determine the employee's productivity at the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies. A cross-sectional design which made use of self-administered questionnaires was used to conduct the survey.

The feedback obtained from the study's first objective revealed majority of the workers agreeing to be poorly compensated by the institutions in which they work in. Thus, they indicated that their performance was not rewarded properly. Also, majority revealed to receive poor credit pay for the work they did.

In terms of the benefits policy, majority of the respondents agreed to poor benefits from the organisation and also, they were not easily accessible. However, majority responded that their benefits were not paid on time. For the gender groups, more of the males responded that their benefits were not paid on time than the females. Surprisingly, majority of the senior staff responded that their benefits were not paid on time.

Findings obtained in relation to objective two of the study, thus the non-financial factors that can contribute to the level of engagement were very interesting. Majority of the respondents indicated that on their job, they had freedom to decide how to do their job. Also, majority of them were neutral, thus not quite sure that the people they worked with took personal interest in them. In addition, majority of the respondents were not quite sure that the threat of losing their job was very low.

In terms of the gender groups, majority of both the males and females were neutral about the statement that on their job, they had the freedom to decide how to do their work. Also, both gender groups were not quite sure, thus neutral that the people they worked with took personal interest in them. Majority of the males were actually not sure about the fact that the threat of losing their job was very low. For the responses obtained in the aspect of job positions, majority of the junior staff agreed that only management decided what everybody had to do. Also, majority of the senior staff were neutral, thus not sure about the fact that the threat of losing their job was very low.

The third objective was meant to determine the employee's productivity in the organisation in relation to their levels of engagement. It was discovered that most of the employees had seriously thought about looking for a new job in some few months before the survey due to the poor compensations. Also, majority of the respondents were not quite sure to leave the organisation in the near future. Responses obtained from the gender groups revealed that, most of the females had not seriously thought about looking for a new job. Also, most of the males were not quite sure of leaving the organisation in the near future. For the job positions, most of the junior staff had seriously not thought about looking for a new job in some few months before the survey was conducted. Similarly, most of the junior staff did not intend to leave the organisation in the near future.

Conclusion

First of all, it was discovered that the company had high levels of employee engagement. Also, the study revealed a positive relationship between the compensation and benefits policies and the levels of engagement.

Therefore, when the compensation and benefits policies increased, the levels of employee engagement would likely increase as well. This was reflected by the fact that majority of the employees agreed that they were properly compensated and the received adequate benefits from the organisation. The views of the respondents in relation to the factors that drove their level of engagement revealed majority stating pay and benefits as their most essential factor.

Furthermore, the study revealed that the high levels of engagement in the organisation had a positive relationship with the non-financial factors. Thus, not only the financial factors drove the levels of engagement, but the non-financial factors contributed as well. This could be confirmed by the fact that

most of the respondents agreed that on their job, they had freedom to decide how to do their work. Also, it was based on the fact that, most of the people they worked with took personal interest in them. In terms of the personal opinions stated by the respondents as the driver of their engagement levels, training and development was the second most stated factor.

Lastly, the high levels of engagement in the organisation had resulted in low employee's productivity. This was evident by the fact that employee's productivity of employees had an inverse relationship with employee engagement. Thus, the results obtained on the employee's productivity of employees revealed that most of the workers had not seriously thought about looking for a new job. Also, majority of them did not intend to leave the organisation in the near future. In a nut shell, it can be said that the Assemblies has achieved its objective of ensuring that the compensation and benefits policies increase employee engagement and consequently reduce employee's productivity at the La Nkwantanang-Madina and Ayawaso East Municipal Assemblies.

Recommendations

Based on the results and findings of the study on the effects compensation and employee engagement levels, worker's productivity can be improved through the following measures:

Local Government Service and Management of the Municipal Assemblies must put measures in place to improve upon the current policies on compensation and employee engagement levels, since they have proved to be among the most essential driving forces of worker's productivity.

Also, the management should ensure that the mechanisms put in place for the processing and disbursement of staff benefits are reviewed to reduce bottlenecks in order to improve the time of delivery. By so doing, employees would not have any reason to complain about the length of time taken to access their benefits.

In addition, the management should ensure that the junior staff are fully involved in the decision-making process, especially on issues that are directly related to them. In this regard, the junior staff would feel that their opinions matter and as such, would become more engaged to their job and the organisation.

Also, other policies in the Local Government Service (LGS) Policy Handbook, apart from the compensation and benefits policies which were the focus of the current study should be considered for

future research. In this vein, more light would be shed on the success or failure of those policies in achieving their set objectives. This could even be done in other Metropolitan, Municipal and District Assemblies (MMDAs) of the LGS in the other regions.

Suggestions for further research is highly recommended as the current study made use of only the quantitative approach to analyse the results and findings of the study. Therefore, future research can be conducted with the use of the mixed approach in order to gain a deeper explanation from respondents on the measured variables of the study.

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APPENDIX

QUESTIONNAIRE

Dear respondent,

I am a student of Valley View University, pursuing Master of Business Administration (MBA) in Human Resource Management (HRM). This questionnaire is administered as part of my research study which is focusing on; *“The Effects of Compensation and Employee Engagement on some Workers’ Productivity in the Local Government Service of Ghana: A STUDY OF selected Municipal Assemblies in Greater Accra region.”* All information provided would be used solely for academic purposes. Please be assured of the strictest confidentiality.

PLEASE TICK WHERE APPROPRIATE**Background of Staff**

Please tick (✓) where appropriate

Gender of respondents

Sex:

1. Male ()
2. Female ()

Age:

1. 20-35years ()
2. 36-55years ()
3. 56years and above ()

Educational background:

1. Diploma level ()
2. Higher national diploma ()
3. Degree ()
4. Master's Degree ()
5. Others ()

Tenure or length of service:

1. Less than one year ()
2. 1-5 years ()
3. 6-10 years ()
4. Over 10 years ()

Section B**How do employees perceive compensation in terms of salary, benefits, and allowances?**

The following statements describe the level employee **perception on compensation in terms of salary, benefits, and allowances**. In the continuum of strongly agree to strongly disagree where 1=Strongly Disagree (SD); 2=Disagree (D); 3= Agree (A); and 4= Strongly Agree (SA), kindly indicate the level of your agreement with each of the statements.

No.	Compensation	SD	D	A	SA
	Salary				
1.	The salary and remuneration paid reflect the skills, competence and the work output offered by an employee				
2.	The wages and salaries of employees are paid on the set date				
3.	The basic pay is sufficient to make one desire working for local government				
4.	Employees have a constant fixed salary every month				
	Benefits				
5.	The benefits provided by the company administered fairly according to the competence and work output of an individual				
6.	The company is concerned about the personal needs of employees such as child care services, domestic partner benefits etc				
	Allowances				

7.	I am paid extra money when I work beyond the working hours				
8.	My company reimburse all hospital bills and rent bills				
9.	I am entitled to travelling and study expenses				
	Employee engagement				
10.	There is total engagement of employees in decision making				
11.	Engagement of employees are fairly distributed				
12.	Engagement of employees influence employees performance positively				

Level of employee engagement considering vigour, absorption, and dedication

The following statements describe the level of employee engagement considering vigour, absorption, and dedication. In the continuum of strongly agree to strongly disagree where 1=Strongly Disagree (SD); 2=Disagree (D); 3= Agree (A); and 4= Strongly Agree (SA), kindly indicate the level of your agreement with each of the statements.

No.	Level of employee engagement in terms of vigour, dedication, and absorption	SD	D	A	SA
1	Vigour I have high level of energy and mental peace to perform				
2	I feel like going to work when I get up in the morning				
3	I persevere even when things are difficult at work				
4	I can work for a very long period at a time				
5	I work on my tasks willingly				
6	I do not get tired easily at work				
7	I get worried when time is running out on me when I am working				
8	Dedication I find the work that I do meaningful and with purpose				
9	I am committed to work because I enjoy the company of my colleagues				
10	I see my job as challenging				
11	I am very attached to my work				
12	I am not happy working when time is running out on me				
13	I am very productive				
14	Absorption My mind is focused on my job when I am working				
15	I work better when I concentrate on my job				
16	I am not happy working when time is running out on me				
17	I don't get distracted by what is happening around me when I'm working				
18	I feel happy working when I'm immersed in the work				
19	I am excited about my job and I have a sense of belonging				

What is the level of employee productivity in terms of efficiency?

The following statements describe the level of employee productivity in terms of efficiency. In the continuum of strongly agree to strongly disagree where 1=Strongly Disagree (SD); 2=Disagree (D); 3= Agree (A); and 4= Strongly Agree (SA), kindly indicate the level of your agreement with each of the statements.

No.	Employee productivity	SD	D	A	SA
1	I have an established guidelines to achieve organization targets				
2	I have been allocated with the right tools to enhance my output				
3	I am equally engaged by my manager in all decision making process				
4	I always focus on quality and not on the quantity of work done				
5	I provide daily update of work done to my supervisor/ manager				
6	I use the perspective/ feedback of clients to improve on my performance				

