




The Effect of Remuneration and Motivation on Performance of Senior Staff Administrators

Abigail Dzama Anderson¹ & Susana Asamoah² & Senita Osei Badu³ & Harley Anane⁴ & Matthew Amoako⁵ & Gifty Nordzi⁶


¹ E-Learning Centre, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

 <https://orcid.org/0000-0003-3944-180X>


² General Administration Division, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

 <https://orcid.org/0009-0005-5164-0053>


³ Registrar's Offices, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

 <https://orcid.org/0009-0006-4809-604X>


⁴ Faculty of Educational Studies, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

 <https://orcid.org/0009-0004-6748-0026>

⁵ Admissions Office, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

 <https://orcid.org/0000-0002-7817-6474>

⁶ Department of Education, St Francis College of Education, Hohoe, Ghana

 <https://orcid.org/0009-0009-1622-1055>

Correspondence: Susana Asamoah, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

Email: adanderson.reg@knust.edu.gh; sasamoah.reg@knust.edu.gh; sobadu.admin@knust.edu.gh; hanane@knust.edu.gh; mamoko.admin@knust.edu.gh; gnordzi@franco.edu.gh

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Abstract

A systematic approach to employee rewards is a component of corporate strategy, which pertains to the ongoing improvement of performance levels for individuals, workgroups, company units, and the entire organisation. This study investigates the impact of remuneration and motivation on the performance of senior staff administrators at the University of Cape Coast, Ghana, using a correlational survey design with 108 participants. Findings reveal moderate remuneration levels (83.3%), high motivation (57.4%), and predominantly moderate performance (86.1%), with a significant positive correlation between remuneration and motivation ($r = .32, p < .01$). Multiple regression analysis indicated both remuneration and motivation significantly predict performance ($R^2 = .43, p < .001$), with motivation as the stronger driver ($\beta = .695$). Organisations should enhance and restructure compensation packages to ensure fairness and competitiveness, as moderate

remuneration weakens the effort–reward link. Financial incentives such as allowances and performance-based rewards should be strengthened to encourage positive behaviours. Since motivation is the strongest predictor of performance, institutions must prioritise recognition, supportive leadership, participation in decision-making, and professional development.

Keywords: Employee Motivation, Higher Education Institutions, Job Performance, Remuneration, Senior Staff Administrators

Introduction

Every business relies on its personnel to complete duties. Workers utilise the resources at their disposal to produce output; without them, other resources would be inert, worthless, and incapable of producing anything (Agustian et al., 2023). As a result, human resources are an organisation's most valuable asset and ought to be prioritised above all other assets (Agustian et al., 2023). An organisation's effectiveness and, eventually, its stability are strongly impacted by how its members feel about the work they are doing and the outcomes of that effort. In the end, an unstable organisation performs poorly. The financial value of their labour or the compensation that comes with the tasks assigned to them are the main reasons why most employee's work, which is one method of giving these workers a positive work atmosphere. According to Derchi et al. (2021), offering rewards is one method of enhancing performance. Bonuses, commission payments, allowances and other things are examples of incentives. All of these might be referred to as remuneration, which is the entire amount of money an employee receives. It comprises an employee's base pay as well as any bonuses, commissions, overtime compensation, or other monetary benefits they may receive from their employer. These rewards that any employer offers are meant to attract, retain and elicit reciprocal performance of the employees. This aggregate has been described as the 'new pay' or total rewards (Mabaso, 2025).

A systematic approach to employee rewards is a component of corporate strategy, which pertains to the ongoing improvement of performance levels for individuals, workgroups, company units, and the entire organisation. It necessitates setting up a precise system for tracking staff performance. Procedures and reward systems act as "the glue," keeping the team cohesive and enhancing performance (Gross, 2011). By promoting cooperation and working towards a common objective, rewards and recognition can also be utilised to improve relationships. Rewards can be given to the entire team and distributed evenly among the members based on team performance, or they can be awarded depending on individual conduct and performance (Fu et al., 2021). An organisation's senior management must cultivate a connection with employees that will satisfy the ever-evolving demands of both sides if it is to fulfil its responsibilities to shareholders, employees, and society (George, 2024). The organisation expects its employees to adhere to the regulations set forth to regulate the workplace and to consistently complete the tasks allocated to them at the standards set for them (Masoudinejad & Veitch, 2023). On the other side, workers

anticipate that the company will treat them fairly, pay them fairly, and provide safe working conditions. According to Barltrop and Naughton (2022), compensation ought to be connected to the intended outcomes since doing so might serve as a valid justification for achieving the desired outcomes. They also claim that compensation and performance ought to be related. Additionally, they contend that non-remuneration rewards (awards, prizes, public recognition, recommendation letters, etc.) should be incorporated into the compensation plan and that promotions should be made for the proper reasons. Jacques (2016) posited that compensation should be directly correlated with effort or degree of responsibility and individuals should not be paid less than their peers.

According to the Equity Theory Perspective, workers compare their rewards and efforts to those of others in comparable work environments. When these ratios are not equal, there is inequality. Tension arises from perceived inequality and the more imbalance there is, the more tension there is. To achieve equity, this tension may encourage employees to raise or decrease their output or input. When it comes to figuring out how much to compensate staff, this notion is important to management. According to Kumari et al. (2021), the rewards that employees receive determine how much effort and dedication they put into their work. He contends that rewards have an impact on productivity. Employees who participate in a good housing program are given either the company's homes or equivalent market-driven housing allowances.

Employee performance is significantly impacted by decent housing. According to Ray et al. (2024) and Indrayani et al. (2024), employee satisfaction directly affects how well they perform at work. According to Bennet and Pratt (2019) note that workers may attempt to organise themselves to guarantee security if they do not have job security. If they are unable to organise, they may expend mental energy contemplating the substandard living conditions. Providing a safe and secure workplace is the cornerstone for an organisation's employees to function sustainably. All of these incentives encourage employees to repeat a performance; employees are concerned with motivations, which are internal urges or impulses. It suggests that there is something inside a person that motivates him to behave. Motives are internal or personal since they are a reflection of a person's needs or desires (Acquah et al., 2021). Human behaviour is guided by motives, which are focused on certain conscious and subconscious objectives. Motivation, then, is the complex of factors that encourage an individual at work to voluntarily use his abilities in order to achieve specific goals (Ahmad, 2021). It is something that motivates someone to take action and keeps them doing so with zeal.

The concept of motivation is psychological. It is focused on the internal forces that drive a person to act or refrain from acting in a certain way (Fidelis et al., 2021). Since motivation works with people, who are constantly evolving and changing themselves, it is a dynamic and ongoing process. The function of motivation is complicated and challenging. As a result, a manager must comprehend and meet a wide range of human

needs, even if needs are subjective emotions that are difficult to quantify.

The motivation process has been described as a circular process in which an individual acts to alleviate tension that arises from an unfulfilled need (Li, 2024). Tension is released and the individual is motivated to work in a specific direction when their requirements are met. As a result, the situation is reevaluated and new demands are identified.

To verify Lewis's (2005) assertion that remuneration is a motivator, this study was created to examine the effect that remuneration has on the performance and motivation of senior staff administrators at University of Cape Coast, Ghana. He continues by saying that when a compensation plan is appealing to workers, they put in more effort, are more focused, and produce greater outcomes. He goes on to say that this also lowers the high employee turnover that is typically seen in many organisations. This is in line with the theory that human personality is made up of a variety of behaviours that are acquired through the continuous, reciprocal interaction of environmental and personal factors.

The practice of assessing and then actively managing organisation and employee performance to increase organisational effectiveness is widely considered as vital to the development and survival of the organisation (Nduati & Wanyoike, 2022). Senior staff administrators have an important part in maintaining the effective functioning and accomplishment of organisational goals inside institutions (Nwuke & Nwanguma, 2024). However, maximising the effectiveness of these important employees continues to be a problem for many organisations. Research indicates that low motivation and inadequate compensation are important causes of subpar performance, low morale, and high turnover among senior administrative professionals (Ackah et al., 2025; Bonenberger et al., 2014; Kalayu et al., 2020; Shaban et al., 2017). Disparities in compensation, lack of recognition, and limited career progression prospects might impair motivation, leading to decreased productivity and organisational effectiveness (Rahma & Nasser, 2024; Kaparang et al., 2024; Mitalo & Wanyama, 2024; Jaye, 2025). Despite the recognised relevance of both financial and non-financial incentives, many institutions struggle to adopt successful strategies that connect remuneration and motivation with desired performance results. According to Singh and Prakash (2024), there are more change and uncertainty in today's workplace, a greater demand for empowered workers, a decrease in traditional incentives, an increase in atypical rewards, and a rise in the usage of variable remuneration. Research has also demonstrated that employee motivation is impacted by compensation plans and administrative strategies (Tumi et al., 2021; Muneeb & Ahmad, 2020; Sejal & Bhavikatti, 2024). Many academics have focused on contentment, recognition, appreciation and work environment as employee motivators in different organisations (Kpurunee & Nwibaedee, 2023; Puspitasari, 2024; Rasool et al., 2025). To inform policies and practices that promote increased productivity, job satisfaction, and institutional success, this gap emphasises the need for a methodical examination into how remuneration and motivation

affect senior staff administrators' performance.

The study would help leaders to balance financial and non-financial motivators for maximum results. By recognising the unique effects and interplay between remuneration and motivation, businesses can build more effective human resource policies, ensuring that compensation systems and motivational methods are matched to maximise staff performance. The results of the study would promote enhanced service delivery, worker retention, and organisational goal achievement. The study's findings would give empirical evidence for future research and best practices in HR management.

Research Questions

1. What is the level of remuneration, motivation and performance of senior staff administrators?
2. What is the relationship between remuneration and motivation of senior staff administrators?
3. What is the effect of remuneration and motivation on performance of senior staff administrators?

Theoretical Framework

Expectancy Theory

According to Victor Vroom's Expectancy Theory, published in 1964, workers are driven to perform when they anticipate receiving incentives or credit for their efforts. According to the theory, an individual's anticipation that effort would result in performance (expectancy), performance will result in rewards (instrumentality), and the value placed on those benefits (valence) all influence performance. In the context of senior staff administrators, fair and structured compensation systems enhance motivation by strengthening the perceived link between effort, performance, and reward, thereby improving performance outcomes (Fynn & Lartey, 2025; Mitalo & Wanyama, 2024).

Reinforcement Theory

According to Reinforcement Theory, which has its roots in B.F. Skinner's (1958) research, actions are influenced by their outcomes. The likelihood of desired actions, such as excellent performance, is increased by positive reinforcement, such as monetary prizes or praise. Remuneration serves as a kind of positive reinforcement in organisational contexts, motivating senior staff administrators to sustain or enhance their performance. According to this idea, reward systems are important for inspiring workers and maintaining high standards of job performance (Kumari et al., 2021).

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory separates motivators like accomplishment and recognition that improve performance from hygiene elements like pay and working circumstances that prevent discontent. Senior administrators are motivated by intrinsic elements like duty, which increases their administrative performance, while remuneration serves as a hygiene factor, preserving baseline contentment. Research indicates that when these factors coincide, employee outcomes are enhanced (Kaparang et al., 2024; Katabalo & Mwita, 2024).

Level of Remuneration of Senior Staff Administrators

In many Organisations for Economic Co-operation and Development (OECD) countries and North America, senior administrators' salary is considered high relative to other public sector roles, with real compensation for university presidents and provosts rising by over 60% in a decade (Benati & Coccia, 2018; Mang, 2019). Studies consistently report that remuneration for senior staff administrators in Ghana is generally perceived as unattractive or low, especially in public institutions (Benati & Coccia, 2018; Mang, 2019; Sarfo et al., 2021). This is a key factor driving dissatisfaction and high turnover rates among administrative staff in the Ghana Education Service and public universities (Eyiah-Wilson et al., 2013; Sarfo et al., 2021).

Level of Motivation of Senior Staff Administrators

Most studies report that motivation among senior administrative staff is moderate to high (Maake, 2024; Mnyani et al., 2024; Zaidan & Dewa, 2023). For example, in a large-scale study of education administrators, 70% had a high degree of motivation, while 30% had a moderate level (Zaidan & Dewa, 2023). Similarly, administrative employees in business and government settings generally reported relatively high motivation (Maake, 2024; Mnyani et al., 2024).

Multiple studies focusing on Ghanaian public institutions, especially universities and government agencies, consistently report that senior staff administrators display moderate to high motivation (Asumadu et al., 2025; Sarfo et al., 2021). This is evidenced by positive mean scores on motivation scales and high ratings for key motivational factors such as job security, leadership, salary, and recognition. For example, in public universities, senior staff reported strong agreement that they feel valued, satisfied with their jobs, and committed to their organisations, indicating a generally high motivational climate (Sarfo et al., 2021).

Level of Performance of Senior Staff Administrators

Some research, indicated moderate or below-average performance among administrative staff, particularly when using more objective or comprehensive assessment tools, or in contexts where training and motivation are lacking (Ampofo & Prah, 2020; Akom et al., 2021; Mohzana et al., 2025).

Studies at public universities report that a large majority of administrative staff consistently meet or exceed performance targets. For example, 89.3% of staff at Simon Diedong Dombo University for Business and Integrated and Development Studies (SDD-UBIDS) in the Upper West Region of Ghana reported mostly achieving their targets, and 86.7% described themselves as very productive, often exceeding expectations (Rebecca, 2024).

Relationship between Remuneration and Motivation of Senior Staff Administrators

Multiple studies in Ghanaian higher education and public sector settings consistently show a positive relationship between remuneration (salary, allowances, and benefits) and the motivation, job satisfaction, and organisational commitment of senior staff administrators (Fynn & Lartey, 2025; Afful-Broni, 2012; Sabeng & Mensah, 2023; Sarfo et al., 2021). For example, research at the University of Cape Coast found that employee compensation is a significant predictor of organisational commitment among senior staff, alongside working conditions and human capacity development, together explaining over a third of the variance in commitment levels (Fynn & Lartey, 2025). Similarly, studies in other Ghanaian universities and public institutions highlight that low salaries and inadequate financial incentives are major demotivators, reducing morale and performance (Afful-Broni, 2012; Sabeng & Mensah, 2023; Sarfo et al., 2021).

Effect of Remuneration and Motivation on Performance of Senior Staff Administrators

Studies consistently show that both remuneration (salary, bonuses, incentives) and motivation (intrinsic and extrinsic) significantly enhance the performance of administrative and senior staff (Kaparang et al., 2024; Rahma & Nasser, 2024; Kumari et al., 2021). Remuneration directly improves performance by providing financial security and recognition, while motivation driven by factors such as recognition, job satisfaction, and leadership further boosts productivity and engagement (Alase & Akinbo, 2021). In the Ghanaian university and public sector context, low remuneration and lack of motivation are major factors reducing morale and performance among senior staff administrators

(Adeniran & Nokoe, 2022; Aninakwah & Opoku, 2024). Quantitative studies using regression analysis confirm that remuneration explain a significant portion of performance variance among staff (e.g., 32.3% in the Ghana Revenue Authority) (Akudugu et al., 2023; Agbaku et al., 2020; Amihere, 2020).

Method

To examine the relationship between the variables without changing or controlling any of them, a correlational study approach was used. A correlation between two or more variables may be positive, zero, or negative in terms of strength and/or orientations. The remuneration and motivation effect on job performance was assessed by a survey. The collection of information from a sample of people based on their answers to questions is known as survey research (Check & Schutt, 2012). This enables the researcher to use a range of strategies for participant recruitment, data collection, and study instrumentation. In social and psychological research, surveys are frequently used (Straits & Singleton, 2009).

The study's targeted population consisted of 594 senior administrative employees of the University of Cape Coast. There were 157 women and 437 men (Directorate of Human Resources, 2024). Four of the University of Cape Coast's colleges, the College of Agriculture and Natural Sciences, the College of Health and Allied Sciences, the College of Humanities and Legal Studies and the College of Education were included in the accessible population of 150. This accessible demographic was employed to choose the sample.

Using Krejcie and Morgan's (1970) sample size table, a sample size of 108 was selected from the accessible population of 150. According to the survey, 50 (46.3%) of the respondents were female and 58 (53.7%) were male. This also implied that there were more men than women in our survey. In terms of marital status, 61 (56.5%) were married, 4 (3.7%) were divorced, and 43.0 (39.8%) were single. The average age was 35.7 years. The majority of respondents stated that their highest academic qualification was an HND or first degree. Nonetheless, three participants (2.8%) also stated that they had a Ph.D. Participants had an average of six years of job experience.

The questionnaire was distributed to respondents using simple randomised sampling. In simple random sampling every member of the population has an equal chance of being included in the study (McColl & Easton, 1997). Because simple random sampling has good internal and external validity, it was employed.

Measures

Motivation Scale

A 4-point Likert scale with twenty (20) items, Fourie's (1989) Motivation Scale was employed. On a scale of 1 (strongly disagree) to 4 (strongly agree), respondents indicate how much they agree with each statement. *"I feel a sense of accomplishment when I complete my teaching tasks," "I am motivated when I receive recognition for my work from school management,"* and *"I have opportunities for career advancement within my current school"* are examples of scale items. With Cronbach's alpha values often ranging from 0.70 to 0.85, the scale has shown strong internal consistency, suggesting that it is a legitimate and dependable tool. In general, the whole scale's Cronbach's alpha is approximately 0.80.

Remuneration Scale

The 18-item Likert-type Employee Remuneration Satisfaction Scale was used in this study to gauge how satisfied employees are with different aspects of their pay. A 5-point rating system is used for each item, with 1 being extremely dissatisfied, 2 being dissatisfied, 3 being neither satisfied nor dissatisfied, 4 being satisfied, and 5 being very satisfied. Greater levels of satisfaction with compensation are indicated by higher scores. The scale's structure makes it possible to get a complete picture of how workers assess the procedural and monetary aspects of their pay. Examples of items include, *"the number of benefits I receive"* and *"size of my current salary"*.

The scale employed in this study is an extended version of Heneman and Schwab's (1985) Pay Satisfaction Questionnaire (PSQ), which has been modified to incorporate new compensation-related components pertinent to organisational settings. Strong psychometric qualities have been regularly shown by the original PSQ, with Cronbach's alpha coefficients usually falling between 0.80 and 0.93 in numerous studies. These numbers show a high degree of dependability and internal consistency. Reliability coefficients of 0.85 were recorded by the scale.

Job Performance

The Goodman & Svyantek (1999) Job Performance Scale was used as the source of the job performance items. From this scale, sixteen items were chosen. With a reliability of .82, this scale has excellent psychometric qualities (Yusoff et al., 2013). Sixteen work performance items with a reliability of .83 were used in this study. As an example, *"I assist staff members with their tasks while they are not present"* and *"I accomplish the goals of my job"*. The tool used a 6-point Likert-type scale, with 1 denoting strongly disagree, 2

disagree, 3 somewhat disagree, 4 somewhat agree, 5 agree and 6 strongly agree. Higher scores are indicative of better job performance. Senior staff administrators at UCC were scored low or high based on their mean scores, which were calculated using the range.

Survey questionnaires were employed in this study to gather pertinent information from participants regarding the effect of remuneration and motivation on their job performance. A month was spent gathering the data. The University of Cape Coast's Directorate of Human Resources provided information about the participants.

To ensure that all questionnaires were completed and contained correct information, the data obtained from the study area were double-checked. The data was examined in accordance with the research questions of the study. The range, frequency and percentages were used to assess the research question one. The second research question was examined using Pearson correlation, and the findings were displayed in both tabular and narrative formats. The third research question was examined using multiple linear regression.

Several ethical factors were taken into consideration before, during and following the investigation. The study used books, journals, papers, and other materials that were correctly cited. The goal of the study was explained to the respondents before the questionnaires were given out. The respondents' confidentiality and privacy were safeguarded. The respondents were free to join or not at any time, and their identities were also kept anonymous. There was no discrimination in the selection of the study's subjects.

Results

Research Question One

What is the level of remuneration, motivation and performance of senior staff administrators?

The research question sought to examine the level of remuneration, motivation and performance of senior staff administrators. Descriptive statistics (range, frequency, and percentages) was used.

Table 1: Level of remuneration, motivation and performance of senior staff administrators

Remuneration	Frequency	Percentage
Low (18-41)	13	12.0
Moderate (42-59)	90	83.3
High (60-90)	5	4.60
Total	108	100.00
Motivation		
Low (20-39)	1	0.9
Moderate (40-59)	45	41.7
High (60-80)	44	57.4
Total	108	100.00
Performance		
Low (16-42)	-	-
Moderate (43-69)	93	86.1
High (70-96)	15	13.9
Total	108	100.00

According to the results in Table 1, 83.3% of respondents indicated moderate levels of remuneration, compared to just 12.0% who reported low remuneration and 4.6% who reported high remuneration. Although there was a greater tendency towards higher levels, motivation levels likewise showed a similar pattern. With only 0.9% of respondents reporting low motivation, 41.7% reporting moderate motivation and a noteworthy 57.4% reporting high motivation, it appears that most workers believe they are highly motivated even though their pay is typically moderate. None of the respondents was classified as having low performance. Rather, 13.9% reported high performance and 86.1% showed

moderate performance. These findings show that although respondents' remuneration is often moderate, their motivation is still high and their performance levels are mostly moderate, with a smaller percentage attaining high performance.

Research Question Two

What is the relationship between remuneration and motivation of senior staff administrators?

Pearson Product Moment Correlation was employed to analyse the relationship between remuneration and motivation of senior staff administrators.

Table 2: Relationship between remuneration and motivation of senior staff administrators

Variable	1	2	N
1. Remuneration	1	.32**	10
2. Motivation	.32**	1	10

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation study in Table 2 shows that respondents' motivation and remuneration were significantly positively correlated. With a p-value of .001 and a Pearson correlation coefficient of $r = .322$. This implies that remuneration increases, employee motivation also tends to increase.

Research Question Three

What is the effect of remuneration and motivation on performance of senior staff administrators?

Multiple Linear Regression was employed to analyse the effect of remuneration and motivation on the performance of senior staff administrators.

Table 3: Effect of remuneration and motivation on performance of senior staff administrators

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	16.227	4.410		3.680	.000
Remuneration	.362	.139	.202	2.599	.011
Motivation	.716	.080	.695	8.952	.000

a. Dependent Variable: Performance $R = .66$, $R^2 = .43$, $F(2,105) = 40.11$, $p < .001$

Employee performance was significantly predicted by both motivation and remuneration according to the regression analysis in Table 3. The total model explained 43% of the performance variance and was statistically significant ($F(2, 105) = 40.11$, $p < .001$). With a substantial positive effect ($\beta = .695$, $p < .001$), motivation was shown to be the stronger predictor, suggesting a robust correlation between increased motivation and better performance. Remuneration also contributed significantly to the model ($\beta = .202$, $p = .011$), though its effect was smaller compared to motivation. The results suggest that while both remuneration and motivation enhance performance, motivation plays a more influential role in determining employees' performance levels.

Discussion

Level of Remuneration of Senior Staff Administrators

The results revealed that majority of respondents received moderate level of remuneration. According to Victor Vroom's anticipation Theory, the relationship between anticipation, performance, and reward may become weaker with little remuneration. Senior staff administrators may become less motivated to perform at their best if they believe that their extra work will not significantly result in greater benefits. In a similar vein, Reinforcement Theory contends that maintaining desired behaviours requires positive reinforcement, such as alluring monetary rewards. The reinforcing effect of pay might not be enough to continuously encourage good performance because the majority of responders only receive moderate remuneration. This supports the idea that in order to boost motivation and maintain exceptional performance among top staff administrators, stronger, competitive, and organised reward systems are required.

The findings contrast sharply with trends reported in OECD and North American

contexts where senior administrators typically enjoy comparatively high and steadily rising remuneration. While literature from Benati and Coccia (2018) and Mang (2019) highlights substantial growth in remuneration for university leaders abroad often exceeding 60% increases, studies in Ghana consistently describe remuneration for senior administrative staff as low or unattractive. Although only a small proportion report low remuneration, the overwhelming majority still rate their remuneration as merely moderate, with very few perceiving it as high. This aligns with Ghanaian studies (Sarfo et al., 2021; Eyiah-Wilson et al., 2013) that link dissatisfaction and turnover to inadequate remuneration, indicating that while pay may not always be perceived as extremely low, it remains insufficient to meet expectations or match international standards. Thus, the results reinforce the broader literature showing that remuneration for senior administrators in Ghana remains modest and lacks the competitiveness seen in OECD countries, contributing to persistent motivation and retention challenges.

Level of Motivation of Senior Staff Administrators

The results, which show that only 0.9% of respondents report low motivation, while 41.7% report moderate motivation and a majority of 57.4% report high motivation, align closely with existing literature on motivation among senior administrative staff. Studies by Zaidan and Dewa (2023), Maake (2024), and Mnyani et al. (2024) similarly document predominantly moderate-to-high motivation levels, with some reporting up to 70% of administrators demonstrating high motivation. The findings also resonate with Ghanaian studies (Asumadu et al., 2025; Sarfo et al., 2021), which consistently show that senior staff in public universities and government agencies feel valued, committed, and generally satisfied with key motivational factors such as job security, recognition, and leadership. However, while international studies often depict even higher proportions of highly motivated staff, the current results reveal a slightly more balanced distribution between moderate and high motivation. Nonetheless, the overall trend supports the broader literature: senior administrative staff, including those in Ghana, tend to maintain relatively strong motivation levels despite challenges in remuneration and organisational constraints.

Level of Performance of Senior Staff Administrators

The results indicated that none of the respondents reported low performance, with 86.1% indicating moderate performance and 13.9% reporting high performance. The dominance of moderate performance reflects findings from studies such as Ampofo and Prah (2020), Akom et al. (2021) and Mohzana et al. (2025), which document moderate or below-average performance among administrative staff, particularly in settings where motivation, training, or resources are limited. On the other hand, the absence of low

performers and the presence of a small proportion of high performers contrast with studies from Ghanaian public universities such as Rebeeca (2024), where over 86% of staff reported being highly productive and frequently exceeding targets. Compared to these more positive institutional reports, the current results suggest a more modest performance climate, characterised by competence and consistent delivery but with fewer employees reaching exceptional performance levels. The findings align with research indicating generally adequate but not outstanding performance among administrative staff, while differing from studies that highlight exceptionally high productivity in certain Ghanaian university contexts.

Relationship between Remuneration and Motivation of Senior Staff Administrators

The results revealed positive and significant correlation between remuneration and motivation. This aligns well with Herzberg's Two-Factor Theory, which distinguishes between hygiene factors such as pay and intrinsic motivators such as achievement, recognition, and responsibility. Although remuneration is not considered a motivator in itself, Herzberg argues that adequate and fair pay is essential for preventing dissatisfaction and creating the conditions under which true motivation can flourish. The results suggest that when senior administrators perceive their remuneration as satisfactory, their overall motivation tends to rise, reinforcing the idea that hygiene factors play a foundational role in supporting intrinsic motivation. This supports findings by Kaparang et al. (2024) and Katabalo & Mwita (2024), which emphasise that optimal employee outcomes occur when both intrinsic motivators and hygiene factors are present.

The observed positive and significant correlation between remuneration and motivation is consistent with the broader body of Ghanaian literature, which repeatedly demonstrates that remuneration plays an important role in shaping the motivation, job satisfaction, and organisational commitment of senior administrative staff. Studies by Fynn and Lartey (2025), Afful-Broni (2012), Sabeng and Mensah (2023), and Sarfo et al. (2021) similarly report that remuneration is a strong predictor of desirable employee outcomes, including higher motivation and stronger organisational commitment. The current findings reinforce this pattern by showing that as remuneration improves, employee motivation also increases, suggesting that compensation remains a key driver of morale among senior administrators. However, compared with studies that describe remuneration as one of the strongest determinants of commitment, sometimes explaining substantial portions of variance, the moderate correlation coefficient in the present study indicates a positive but less pronounced relationship. This suggests that while remuneration is influential, other factors such as leadership quality, recognition and working conditions may also substantially shape motivation. The results support the prevailing evidence that improving

remuneration contributes meaningfully to enhancing motivation among senior staff administrators in Ghanaian institutions.

Effect of Remuneration and Motivation on Performance of Senior Staff Administrators

The results revealed that both motivation and remuneration significantly predict employee performance. Prior studies consistently report that remuneration and motivation jointly enhance the performance of administrative and senior staff (Attila et al, 2025; Kaparang et al., 2024; Rahma & Nasser, 2024; Kumari et al., 2021), and the present findings confirm this dual effect. The significant contribution of remuneration is consistent with evidence from Ghanaian institutions where remuneration has been shown to explain sizeable portions of performance variance, such as the 32.3% reported in the Ghana Revenue Authority (Akudugu et al., 2023).

However, the current study reveals that motivation is a much stronger predictor than remuneration, a pattern supported by research highlighting the influence of recognition, job satisfaction, and leadership on performance outcomes (Alase & Akinbo, 2021). This contrasts with contexts where low remuneration has been the dominant factor undermining performance (Adeniran & Nokoe, 2022; Aninakwah & Opoku, 2024), suggesting that in the present sample, intrinsic and extrinsic motivational drivers may be more influential than pay alone. The results reinforce existing evidence that both factors matter but underscore that motivation, rather than remuneration, is the more powerful determinant of performance among senior staff administrators.

Implications of the Results for Counselling

1. Counsellors must prioritise motivation-focused interventions in organisations because motivation is the strongest predictor of performance. For example, using strengths-based counselling to reinforce self-efficacy, purpose and work engagement.
2. Counsellors can support employees in developing career development plans to pursue promotions, upskilling and opportunities that improve earnings.
3. Counsellors should provide time-management and productivity counselling, especially for staff who feel overloaded or under-resourced.
4. Because remuneration and motivation are positively correlated, counsellors must work collaboratively with HR to ensure a balanced approach to staff welfare.
5. Counsellors must support staff in adjusting expectations and building coping mechanisms as they navigate work demands and reward structures.

Conclusion

In conclusion, the study demonstrates that while senior staff administrators generally receive only moderate levels of remuneration, they maintain relatively high levels of motivation and moderate performance. The findings highlight that remuneration, though modest compared to international standards, plays a significant role in shaping motivation and performance, consistent with both motivational theories and Ghanaian empirical studies.

The positive association between remuneration and motivation reinforces the importance of fair compensation as a foundational hygiene factor that supports intrinsic motivation.

Moreover, the regression results show that both remuneration and motivation significantly influence performance, with motivation emerging as the stronger predictor. This suggests that although improving remuneration is essential for reducing dissatisfaction and supporting retention, strengthening intrinsic and extrinsic motivational factors such as recognition, leadership, and job satisfaction may have greater impact on enhancing performance.

Recommendations

Based on the study's findings, organisations should improve and restructure compensation packages to ensure fairness, competitiveness, and alignment with workload and responsibilities, as moderate remuneration may weaken the effort–reward expectation outlined in motivational theories. Enhancing financial incentives, such as allowances, bonuses, and performance-based rewards, would help reinforce desirable behaviours and reduce dissatisfaction.

Because motivation proved to be the strongest predictor of performance, institutions should prioritise strategies that boost intrinsic and extrinsic motivation, including recognising achievements, improving leadership support, fostering participatory decision-making, and providing opportunities for professional development.

Performance management systems should be strengthened by offering regular feedback, training, and resources that enable staff to progress from moderate to high performance levels.

Policymakers and university management should adopt a holistic approach that integrates improved remuneration with supportive work environments to enhance job satisfaction, reduce turnover, and sustain high performance among senior staff administrators.

Suggestions for Future Research

Future research should explore additional factors that may influence the motivation and performance of senior staff administrators beyond remuneration, such as organisational culture, leadership styles, career development opportunities, and work–life balance.

Future research should examine the impact of non-financial incentives and digital transformation on administrative performance, given the evolving nature of work in higher education and the public sector.

Originality Statement

This work is original and that this paper has not been submitted to any other journal for consideration or so ever.

Disclosure

The authors have no interest to declare in as much as idea conceptualisation and conducting this study is concerned.

Competing Interest

The authors declare no competing interest in this study and publication.

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Ethics Declaration and Data availability statement

The authors of this article declare that this study was conducted following ethical principles of research and that all data collected was used solely for research purposes. Data are available upon reasonable request. Request may be submitted to the corresponding author. The data will not be made publicly available because of privacy and ethical restrictions.

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Authors' Contributions

All authors had equal contributions to the paper. All authors edited, read, and approved the final manuscript.

Author Contributions:

Anderson: Data Collection & Initial Draft

Asamoah: Ethics & Data Analysis

Badu: Literature Review & Verification

Anane: Conceptualization, Proofreading & Visualisation

Amoako: Data Curation, Review Writing & Principal Investigator

Nordzi: Ethics & Data Analysis

All authors discussed the results and contributed to the final manuscript.

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