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JOB SATISFACTION AND EMPLOYEE MOTIVATION MEDIATES THE PRODUCTIVITY OF COVID-19 INDUCTED WORK FROM HOME

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ABSTRACT:

COVID-19 lockdown has tremendously effected and change the world in different aspects and dimensions. Working from home became inevitable after the Ghanaian government enforced a full lockdown in Accra, the capital, and Kumasi, the second largest city and this resulted too many workers beginning to work from home for the first time. Furthermore, reactions of employees varied in the midst of the pandemic as a result of many variables. The thrust of the study is to examine the mediating role of job satisfaction and motivation on productivity of working from home during the COVID-19 pandemic and its aftermath using Structural Equation Modelling. The researcher sampled 355 respondents in order to examine the mediating role. The findings however showed that job satisfaction and motivation mediate the relationship between organizational factors, employee engagement, and technical support on one hand, and productivity on the other hand. To reach higher levels of performance, the study recommends that practitioners establish techniques to foster good work attitudes and boost perceived organizational support.

INTRODUCTION:

Many workers in Ghana were forced to work from home and significant numbers are still working from home. Some corporate organizations are considering the viability of an extended WfH. A typical example is USAID Ghana and West Africa; whose staff are all still working from home as of March 2022. The role of job satisfaction and employee motivation in mediating the relationship between organizational factors, employee engagement, and technical support on one hand and COVID-19 induced Work from Home (WfH) productivity on the other hand has not been explored to its fullest. Employee attitudes are incredibly important to management and organizations because they determine how employees behave in the workplace. Employees who are satisfied are regarded to be more productive than their unsatisfied colleagues (Bhardwaj, Mishra, & Jain, 2021).

Although several studies have looked at the relationship between job satisfaction and employee performance, empirical research on the factors that influence job satisfaction and its impact on performance, particularly in COVID-19 induced WfH, is limited. Deficiencies in productivity issues have a negative impact on profitability, resulting in billions of dollars in yearly reporting losses across industries (De Winne, S., Marescaux, Sels, Van Beveren, & Vanormelingen, 2019). Understanding what motivates staff to fulfill metric-based goals is critical to improving overall performance. There is a positive relationship between job satisfaction, employee motivation, and job performance (Rožman, Tominc, & Milfelner, 2020). The goals of this study, which was based

on the motivation and job satisfaction theory, is to model and analyze the relationships between employee engagement, organizational factors, technical support, job satisfaction, employee motivation, and productivity of WfH.

LITERATURE REVIEW:

The COVID-19 pandemic has stunned our thought and perception of work and it continues to redefine work globally. The world economy has not fully recovered from the shocks of COVID-19 in the midst of threatening new waves. According to the International Monetary Fund (IMF), COVID-19 will make close to 90 percent of the world's population economically worse off (Chebly, Schiano, & Mehra, 2020). The shock of COVID-19 lockdown is the worst to hit the globe since World War II (Dabla-Norris, Vitor, & Kalpana, 2020). The continent of Africa has had its fair share of the lockdown shock. Africa has the lowest numbers of workers who can work from home (Saltiel, 2020). The mediating role of job satisfaction and employee motivation on WfH productivity has not received much research in Ghana. In particular, the mediating role of job satisfaction and employee motivation on WfH productivity has not been well explored to its fullest.

2.1. Synthesis / Critique Of Previous Research:

Firms that are productive are growing faster than the rest. Baily and Montalbano (2016) defined productivity as the efficiency of converting input to output. The most important determinant of growth and living standard is productivity (Du & Temouri, 2015). Magnus (2018) described productivity as the output added per employees. During the 1980s, the idea of working from home started, which was necessitated by technology (Faulds & Raju, 2020). Both small and large corporations have been making efforts since the mid-80s at making work from home possible with the mainstream media dominant use of phrases such as "the growing telecommuting movement (Streitfeld, 2020). Globally, 52 percent of all employees work from home at least once a week and 56 percent of employers allow workers to work from home (OWLLabs, 2018).

The mediating effect of motivation on productivity was evaluated by Al Banin et al (2020) in their study of enhancing employee performance with work in Bumiayu Hospital in Indonesia. The researchers concluded that motivation mediates the relationship between organizational support and employee performance. It is, however, contrary to the woks of Saltson and Nsiah (2015) in their study of the mediating relationship of motivation between perceived organizational support and work performance of Ghanaian logistic staff. The researchers came to a conclusion that the relationship between perceived organizational support and employee work performance was not explained by motivation.

Berry and Morris (2018) in their quest to examine the hypothesized relationship between the selected work-related employee engagement factors, and the outcome variable, turnover intent, mediated by job satisfaction; examined then related literature for evidence. They discovered that their study filled a gap in the literature because employee engagement was a relatively new term that had not before been linked to both job satisfactions. Nas and Suriah (2020) conducted a correlational study with 187 respondents to examine the effects of work engagement and job satisfaction on nurse performance in Syekh Yusuf Regional Hospital of Gowa Regency. They found that employee engagement improved nurse performance and job satisfaction improved nurse performance as well. Li et al (2019) in a study involving 250 private sector textile workers in Pakistan to find intervening mediators between high performance work systems and employee

performance, identified job satisfaction as a mediating factor. These findings thus, complement the literature; and may not necessarily confirm the mediating role of job satisfaction on productivity in WfH context.

METHODOLOGY:

3.1. Research Design:

Data for the study was gathered from workers in Ghana's Greater Accra and Ashanti regions who worked from home during the lockdown. For the purposes of this study, an employee is a person with recognized rights and obligations who works part-time or full-time under an oral or written, express or implicit contract of employment (Aliyu, 2019). Using a nonprobability snowball sampling technique, 355 COVID-19 induced WfH participants were sampled using a semi-structured questionnaire. Data was collected for one month, from January 22nd to February 22nd, 2021. The research model is shown in Figure 1.

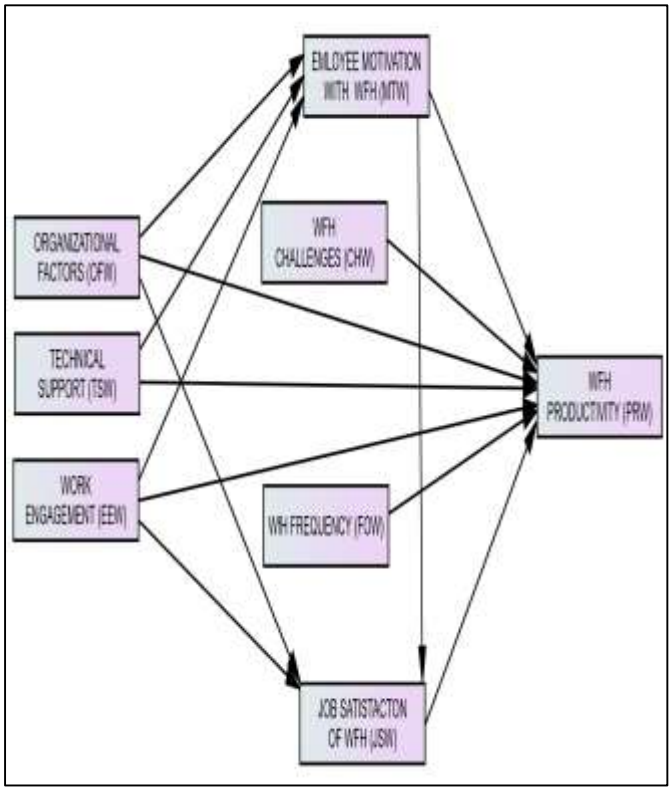

Figure 1: Research Model (Source: IBM AMOS Ver. 26)

3.2 Research Questions And Hypotheses*:*

The study's main research question was: Does job satisfaction and employee motivation mediate the productivity of WfH? From the research questions, the following mediation hypothesis was formulated to guide the researcher to address the key critical questions that relates to mediating role of job employee motivation.

HO^{1}A: Employee motivation does not mediate the relationship between organizational factors and productivity of WfH.

HO^{1}B: Employee motivation mediates the relationship between organizational factors and productivity of WfH.

HO^{2}A: Employee motivation does not mediate the relationship between employee engagement and productivity of WfH.

HO^{2}B: Employee motivation mediates the relationship between employee engagement and productivity of WfH.

HO^{3}A: Employee motivation does not mediate the relationship between technical support and productivity of WfH.

HO^{3}B: Employee motivation mediates the relationship between technical support and productivity of WfH.

HO^{4}A: Job satisfaction does not mediate the relationship between organizations factors and productivity of WfH.

HO^{4}B: Job satisfaction mediates the relationship between organizations factors and productivity of WfH.

HO^{5}A: Job satisfaction does not mediate the relationship between employee engagement and productivity of WfH.

HO^{5}B: Job satisfaction mediates the relationship between employee engagement and productivity of WfH.

DATA ANALYSIS:

Prior to analysis, a check for Structural Equation Model (SEM) assumption was undertaken to ensure the data meet the

requirements for SEM modelling. All missing data were distributed randomly and was below the 5% threshold. This is a very low percentage of missing data, and it can be considered acceptable (Leyrat, Carpenter, Bailly, & Williamson, 2021). There were no terrible influential outliers at the multivariate level. A total of 56 variables was used in the SEM measurement model. This yields a Mahalanobis distance critical value of 94.46 at a probability of .001 (Hair et al, 2010 as cited in Tarhini, 2018). Thus, all Mahalanobis distance value of more than 94.46 were excluded in the final analysis to achieve multivariate normality. All the observed variables met the necessary condition for achieving multicollinearity except for three measured variables (OFW3, OFW6, and TSW2). The data also did not violate the assumption of homoscedasticity.

4.1 Exploratory Factor Analysis:

Exploratory factor analysis was carried out to ascertain the number of unique constructs that corresponds to the dataset. The value of the determinant was close to, but was not equal to zero ($2.261x10^{-22}$), establishing the fact that the dataset does not violate the assumption of positive definiteness (Kline 2016, p. 67). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value was .908; establishing that the sample size is adequate (Civelek, 2018, p. 34). Further, the Bartlett's test of sphericity is significant (*p = .00*); meaning that at least two of the variables are strongly correlated and that factor analysis is warranted (Little, 2013, p. 139). The pattern matrix is shown in Table 1.

4.2 Confirmatory Factor Analysis:

Confirmatory Factor Analysis (CFA) was used in to analyze the relationships between the various structures within the conceptual model. The aim of CFA was to ensure that additional samples of data that match the model confirm the hypothesized model's validity (Schumacker, & Lomax, 2010, p. 164). The model fit and the validity of the measurement model was evaluated. All the latent variables were linked together with the measured variables; represented by a rectangular shape (see Figure 2). In all, a total of 56 measured variables were used in the CFA which was derived from the EFA.

Table 1 Pattern Matrix

Factor	1	2	3	4	5	6	7	8
CHW6	.914							
CHW7	.884							
CHW8	.856							
CHW5	.847							
CHW3	.809							
CHW9	.784							
CHW4	.739							
CHW2	.737							
CHW1	.522							
PRW8		.876						
PRW5		.837						
PRW7		.837						
PRW6		.836						
PRW4		.834						
PRW2		.831						
PRW3		.801						
PRW1		.646						
OFW5			.907					
OFW3			.904					
OFW2			.885					
OFW4			.880					
OFW6			.876					
OFW7			.848					
OFW1			.776					
MTW7				.926				
MTW6				.913				
MTW5				.902				
MTW4				.847				
MTW8				.809				
MTW3				.704				
MTW2				.624				
MTW1				.570				
TSW2					.870			
TSW6					.861			
TSW7					.846			
TSW5					.828			
TSW1					.754			
TSW8					.699			
TSW3					.682			
TSW4					.630			
JSW2						.924		
JSW6						.879		
JSW5						.873		
JSW3						.867		
JSW4						.772		
JSW1						.701		
JSW7						.687		
EEW2							.909	
EEW6							.897	
EEW4							.886	
EEW3							.843	
EEW5							.819	
EEW1							.757	
FOW1								.893
FOW3								.871
FOW2								.664

Note.
Extraction Method: Maximum Likelihood.
Rotation Method: Promax with Kaiser Normalization.

a: Rotation converged in 7 iterations.

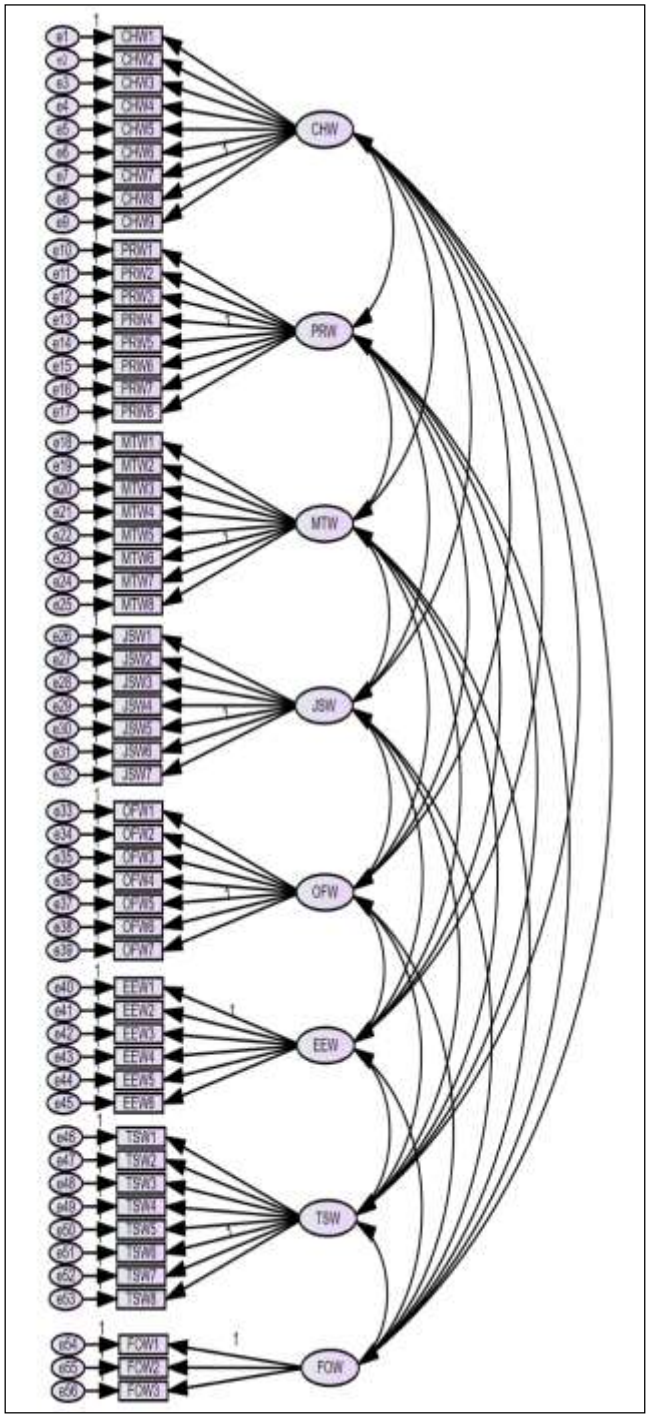

Figure 2: Measurement Model / Confirmatory Factor Analysis

4.3 Goodness Of Fit Indices:

The maximum-likelihood approach was used to estimate the model's parameters in this analysis, with all tests being done on variance-covariance matrices. The levels of initial fit indices from the survey data are provided (see Table 2). These results showed that there was still room for improving the fitness of the model to the data as some parameters were still terrible.

Table 2 Goodness of Fit Indices (Initial Measurement Model)

Measure	Model Estimate	Threshold	Interpretation
CMIN (χ^2)	3428.453	--	--
Degrees of	1456	--	--
CMIN/DF	2.355	Between 1 and 3	Excellent
GFI	.750	>.95	Terrible
AGFI	.726	>95	Terrible
CFI	.877	>.95	Terrible
SRMR	.058	<.08	Excellent
RMSEA	.062	<.06	Acceptable
PClose	--	>.05	Not Estimated
RMR	.050	<.10	Excellent
PNFI	.761	>.60	Excellent
TLI	.870	>.095	Terrible
IFI	.878	>.95	Terrible

The data did not fit well with the initial modelling. There was the need to use adjustment indices add or remove paths in the model in order to arrive at the final best model (Schumacker & Lomax, 2010 p. 73). All standardized regression wights less than .50 were first removed exept for FOW2. FOW2 was retained for further observation since it is a measure of frequency of WfH during the lockdown. The variables TSW8, OFW7, TSW6, EEW6, TSW4, OFW2, JSW5, and CHW1 (see Questionaire), were removed from the model one at a time in the listed order to improve the fit indices. Table 3 and Figure 3 show the

model fit indices of the final measurement model after the improvement in the model fit with an additional run of the model using the Gaskin and Lim (2017) model fit measures AMOS plugin; and Hu and Bentler (1999) cut-off criteria.

Table 3. Goodness of Fit Indices (Final Measurement Model)

Measure	Model	Threshold	Interpretation
CMIN (χ^2)	1747.847	--	--
Degrees of	1006	--	--
CMIN/DF	1.737	Between 1	Excellent
CFI	.942	>.95	Acceptable
SRMR	.056	<.08	Excellent
RMSEA	.046	<.06	Excellent
PClose	.979	>.05	Excellent
PNFI	.813	>.60	Excellent
TLI	.937	>.95	Acceptable
IFI	.942	>.95	Acceptable

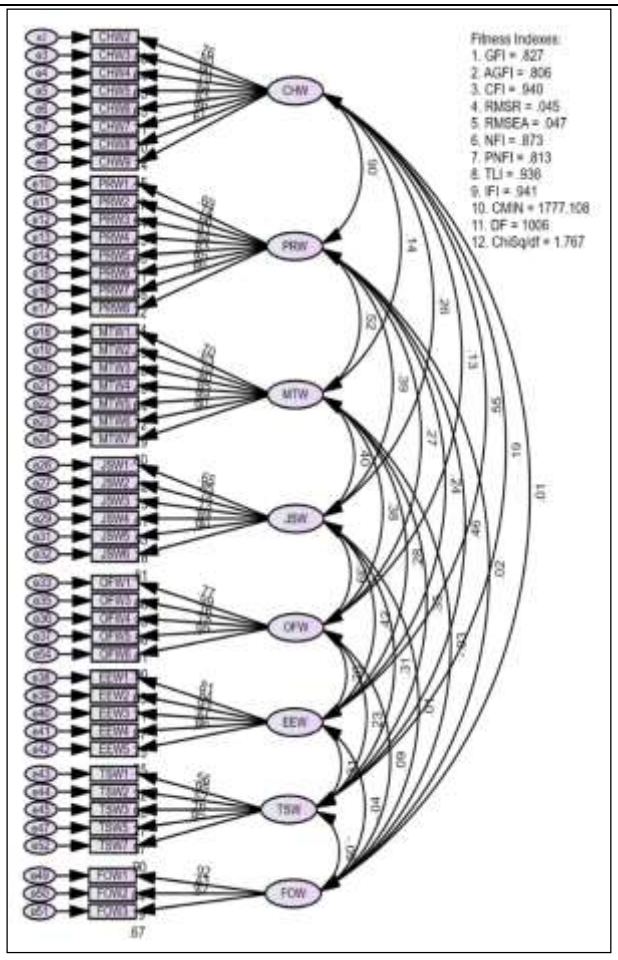

Figure 3: Final Good Fit Measurement Model

4.4 Model Validity Measure:

The AVEs for the data under consideration were all greater than .50, and greater than.80 for CR, as shown in Table 4. As a result, all factors have sufficient reliability and convergent validity. Furthermore, the total AVE of the average value of variables used in the proposed model is greater than their correlation value (AVE > MSV), indicating that there were no discriminant validity issues.

From Table 4, the construct with the least CR is FOW, with a CR value of .784 (greater than .7); thus reliability of the constructs is well established. The construct with the least AVE from Table 4 is also that of FOW with an AVE value of .567 (greater than .5); all CRs are greater than AVE for each construct; thus establisheshing constuct validiy. On discriminant validity, all MSVs from Table 4 are less than AVE for each construct and the corresponding ASVs are less than AVE; indicationg discriminant validity is well established.

Table 4 Validity Analysis of Measured Variables (MV)

MV	CR	AVE	MSV	MaxR(H	CHW	PRW	MTV	JSW	OFW	EEW	TSW	FOW
CHW	.933	.636	.307	.938	.798							
PRW	.929	.622	.270	.937	.056	.788						
MTV	.918	.618	.270	.937	.137*	.519***	.786					
JSW	.904	.612	.195	.914	.270***	.412***	.388***	.782				
OFW	.932	.735	.149	.990	.133*	.266***	.381***	.386***	.857			
EEW	.936	.746	.307	.944	.554***	.238***	.282***	.442***	.258***	.864		
TSW	.879	.608	.212	.983	.185**	.460***	.353***	.320***	.233***	.303***	.779	
FOW	.784	.567	.008	.883	.009	.019	-.032	.004	.091	-.043	-.087	.753

Note.
Significance of Correlations:
† p < .100
* p < .050
** p < .010
*** p < .001

4.5 Heterotrait-Monotrait Ratio Of Correlations:

Discriminant validity is considered established if the HTMT is obviously less than one. Henseler, Ringle, and Sarstedt (2015) new criteria for discriminant validity was adopted (see Table 5).

Table 5 HTMT Analysis

	CHW	PRW	MTW	JSW	OFW	EEW	TSW	FOW
CHW								
PRW	.038							
MTW	.140	.562						
JSW	.285	.435	.429					
OFW	.142	.289	.425	.406				
EEW	.549	.256	.326	.461	.27			
TSW	.219	.477	.397	.394	.289	.372		
FOW	.036	.044	.007	.008	.066	.017	.053	

From Table 5, the paired correlations of all constructs are shown. The largest paired correlation was .562 (less than one) between MTW and PRW, further establishing discriminant validity.

4.6 The Structural Model:

The goodness of fit structural model was tested. This is based on the same parameters used for measuring the goodness-of-fit for the proposed model (see Figure 4 and Table 6).

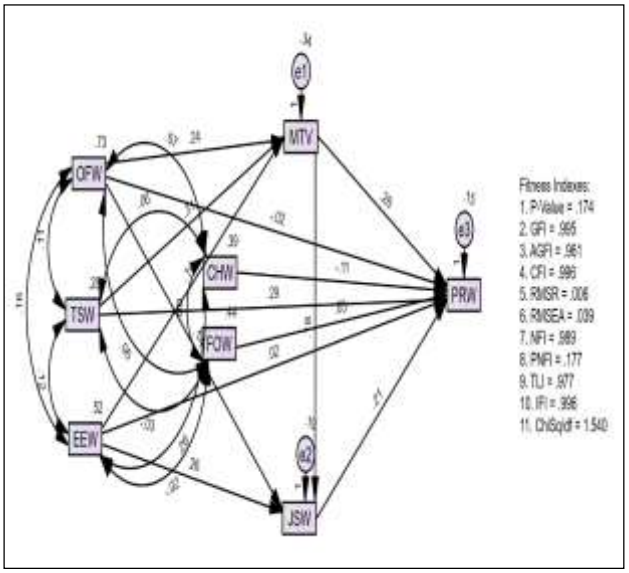

Figure 4: Structural Model

Table 6 Goodness of Fit Indices (Final Structural Model)

Measure	Model Estimate	Threshold	Interpretation
CMIN (χ^2)	7.699	--	--
Degrees of freedom DF	5	--	--
CMIN/DF	1.540	Between 1 and 3	Excellent
CFI	.996	>.95	Excellent
RMSEA	.039	<.06	Excellent
GFI	.995	>.90	Excellent
AGFI	.961	>.80	Excellent
RMR	.006	<.10	Excellent
NFI	.989	>.90	Excellent
PNFI	.177	>.60	Excellent
TLI	.977	>.95	Excellent
IFI	.996	>.95	Excellent

4.7 Mediation Analysis:

Since social phenomena are fundamentally complex and as such a direct relationship cannot always provide a complete picture of an inter-relations; mediators are needed to add a layer of uncertainty to aid a researcher in coming close to explaining a specific phenomenon in the social sciences (Boateng, 2021). In performing the mediation analysis, the bootstrap approach, which is fast becoming the method of choice in SEM mediation effects analysis (Coutts, Hayes, & Jiang, 2019), was adopted.

First, the total and specific indirect effects from the model were obtained by running the model in AMOS and recording the values from the text output. From the model, all single headed arrows are considered direct effects (see Figure 5). Beyond direct effect, the focus of the research was on indirect effects that determine mediation. As an example, the path from OFW through MTV to PRW is an

indirect effect; whilst the path from OFW to PRW is a direct effect.

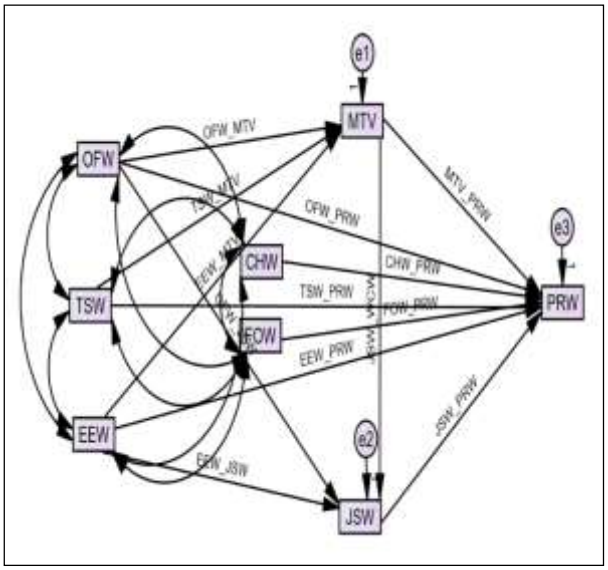

Figure 5: Specific Direct and Indirect Effects

Indirect effects are obtained by calculating path coefficients (Dempsey, O'Brien, Tiamiyu, & Elhai, 2019). Essentially, the indirect effect of MTW on the path from OFW to PRW is OFW_MTW x MTW_PRW. From the AMOS output tab, the direct, indirect and total effects check boxes were checked. Bootstrapping was also used with a bootstrap sample of 2000 and a bias-corrected interval confidence interval of 95%.

SPSS AMOS plugins and estimands (Gaskin & Lim, 2018) were used to generate the indirect effects of employee motivation and Job satisfaction on WfH productivity. In bootstrapping, 2,000 bootstrapped samples were taken from the data using Gaskin and Lim's (2018) AMOS plugin and estimands to estimate coefficients, and measure the indirect effects of job satisfaction, and motivation on WfH productivity. This was used in AMOS to first test for direct effect of the independent variables (OFW, TSW, and EEW) on WfH productivity (PRW). The results of the generated output from the AMOS plugin and the estimands are as shown in Table 7. The null hypothesis is that the indirect effect of the mediating variables is zero. Thus, zero must exist in between the lower and the upper bound. From Table 7, it can be concluded that the effect of the mediating variables (MTV and JSW) is significant since zero does not fall in the lower and the upper bound of all the observed paths. The hypothesized mediation effects on the dataset are as summarized in Table 8. Job satisfaction and employee motivation are mediators in the SEM model.

Table 7 Indirect Effects

Indirect Path	Unstandardi	Lower	Upper	P-Value	Standardized
OFW --> MTV --> PRW	.067	.045	.097	.001	.111***
EEW --> MTV --> JSW	.024	.009	.046	.005	.032**
TSW --> MTV --> PRW	.089	.057	.129	.001	.091***
OFW --> JSW --> PRW	.031	.015	.053	.001	.051***
EEW --> JSW --> PRW	.056	.034	.083	.001	.078***
TSW-->MTV--> JSW	.055	.029	.096	.001	.054***
TSW-->MTV--> JSW --> PRW	.012	.005	.024	.000	.054***
EEW-> MTV->JSW-> PRW	.005	.002	.012	.004	.032**
EEW --> MTW --> PRW	.039	.017	.066	.007	.055**
OFW --> MTV --> JSW	.042	.025	.066	.001	.066***
OFW --> MTV --> JSW --> PRW	.009	.004	.017	.000	.066***
MTV --> JSW --> PRW	.038	.018	.068	.001	.050***

Note.
Significance of Estimates:
*** p < .001
** p < .010

Table 8. Hypotheses Testing (Mediation Effects)

Relationship	Alternative Hypotheses	Standardized Estimate	P-Value	Study Results
OFW --> MTV -->	1	.001	.111***	Supported
EEW --> MTV -->	2	.007	.055**	Supported
TSW --> MTV -->	3	.001	.091***	Supported
OFW --> ISW -->	4	.001	.051***	Supported
EEW --> ISW -->	5	.001	.078***	Supported

Note.
Significance of Estimates:
*** p < .001
** p < .010

4.8 Mediation Effects Of Employee Motivation:

The null hypotheses 1 states that employee motivation does not mediate the relationship between organizational factors and productivity of WfH. Based on Baron and Kenny criteria, there must be a significant relationship between motivation and productivity in order for a mediation to be validated. This criterion was met as the relationship between motivation and productivity of WfH is significant (= .371 (***)). Recent research, however, has revealed that observing a direct relationship is not required to create a mediational path (Hayes, 2009). Both the Baron and Kenny criteria and the estimands with plugins all established mediation of employee motivation with WfH productivity. The relationship between employee motivation and productivity of WfH is significant (= .371***). Alternative hypotheses 1 state that employee motivation mediates the relationship between organizational factors and productivity of WfH. Table 8 shows that mediation effect has a significant p-value (*p < .001*). Thus, we reject the null hypotheses 1.

The finding is in sharp contrast to the work of Saltson and Nsiah (2015), who concluded that there is neither moderating nor mediating effect on motivation on the relationship between organizational factors and employee performance in their study of 130 logistic company workers in Ghana. Their study was, however, not related to WfH staff but the theory can be extended to contrast the mediating effect of motivation on WfH scenarios.

In their study of enhancing employee performance with work using 120 respondents from Bumiayu Hospital in Indonesia, Al Banin et al (2020) came to a conclusion that motivation mediates the relationship between organizational support and employee performance (productivity). This shows that motivation must be considered if organizational factors are to have the desired productivity increase effect on WfH.

The null hypotheses 2 states that employee motivation does not mediate the relationship between employee engagement and productivity of WfH. From Table 8, the mediation effect has a significant p-value (*p < .010*); thus, establishing a mediation between employee engagement and productivity of WfH by both the Baron and Kenny criteria and the estimands with plugins. We thus, reject the null hypotheses 2.

Null hypotheses 3 states that employee motivation does not mediate the relationship between technical support and productivity of WfH. From Table 8, the mediation effect has a significant p-value *(p < .001)*; thus, establishing a mediation between technical support and productivity of WfH by both the Baron and Kenny criteria and the estimands with plugins. We therefore reject the null hypotheses 3. This study of WfH workers in Ghana confirms the important role of motivation as a mediator in the relationship between organizational characteristics and employee productivity. It is not an exaggeration to argue that motivation is essential for success (Geelmaale, 2019).

I. Mediation effects of job satisfaction:

Both the Baron and Kenny criteria and the estimands with plugins all established mediation of job satisfaction with WfH productivity. The relationship between job satisfaction and productivity of WfH is significant (=.226***). Null hypotheses 4 states that job satisfaction does not mediate the

relationship between organizations factors and productivity of WfH. From Table 8, the mediation effect has a significant p-value ($p < .001$); thus, establishing a mediation between technical support and productivity of WfH by both the Baron and Kenny criteria and the estimands with plugins. We therefore reject the null hypotheses 4.

Sharma and Biswakarma (2020) in their study of 158 hotel employees in Nepal found that the influence of perceived organizational support on perceived work performance was mediated by job satisfaction. Li, Naz. Khan, Kusi, and Murad (2019); identified job satisfaction as a mediating factor in high performance work system on employee performance. Their study findings, consistent with this study, provided clear proof that perceived organizational support and perceived work performance can be enhanced when employees are satisfied with their jobs.

Job satisfaction, according to the null hypotheses 5, does not influence the relationship between employee engagement and WfH productivity. The mediation effect has a significant p-value ($p < 001$) in Table 8, indicating that both the Baron and Kenny criteria and the estimands with plugins established a mediation between employee engagement and productivity of WfH. We thus reject the null hypotheses 5. Null hypotheses 4 and 5 were rejected with estimands ($p = .051$*** and $p=.078$***) respectively.

In a correlational study of 187 respondents to analyze the effects of work engagement and job satisfaction on performance of nurses in Syekh Yusuf Regional Hospital of Gowa Regency in Indonesia; Nas and Suriah (2020) demonstrated that job satisfaction played a key role to elevate the performance of the nurses. Based on this study, employers need to pay more attention to job satisfaction to increase the productivity of WfH staff.

4.9 Summary of Results:

This study started by undertaking a factor analysis and the development of the measurement model, coupled with the reliability, discriminant validity, and convergent validity of all the constructs within the proposed research model. The results of the confirmatory factor analysis revealed that eight items (TSW8, OFW7, TSW6, EEW6, TSW4, OFW2, JSW5, and CHW1); see questionnaire for code description; have to be deleted from the initial measurement model to achieve a good fit. The deletion criteria were based on indicators with high covariance and high regression weight. Following the validation and reliability of the constructs, the structural model was evaluated in order to assess the hypothesized relationships.

The refined model has a reasonably high explanatory capacity for the study, according to the results of the squared multiple correlations (R^2), which provide details about the degree to which the model explains variance in the data set. The determinants OFW, TSW, EEW, MTW, CHW, FOW, and JSW, in particular, accounted for 43% of the variance in WfH productivity.

CONCLUSION:

Job satisfaction and employee motivation was firmly established as a mediating factor by both the Baron and Kenny criteria and the estimands with plugins (see Table 8), in the relationship between organizational factors, technical support, and employee engagement on one hand; and WfH productivity on the other hand. The consistency of the current study of WfH staff in Ghana further validates the key mediation role that motivation plays in the relationship between organizational factors and employee productivity. A motivated employee is more likely to willingly put in more effort to complete a task, and a good outcome is more likely. When objectives are met, employees

have a sense of fulfillment and happiness, which fosters a positive attitude in the workplace.

On job satisfaction, the mediation effect of job satisfaction on the relationships between organizational factors and WfH productivity has a significant p-value (*p < .001*). Further, the mediation effect of job satisfaction on the relationships between employee engagement and WfH productivity has a significant p-value (*p < .001*). Thus, job satisfaction was evaluated in this study as a mediating factor by both the Baron and Kenny criteria and the estimands with plugins (see Table 8), in the relationship between organizational factors and employee engagement on one hand; and WfH productivity on the other hand.

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