Salary Payment System Preferences in Ghana and its Influence on Employee Work Behaviour and Economic Life

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Abstract: Salary payment in Ghana varies across sectors, not only in mode (cash, bank transfer, or mobile money), but also in frequency (monthly, weekly, and daily disbursements). The variations in payment mode and frequency have significant implications on financial well-being and employee behaviour. With improvements in Ghana's digital financial platforms as employee structures diversify, understanding how salary payment mode and frequencies shape employee financial planning, work motivation, and overall economic planning life is of interest to companies, employees and scholars.

This research investigates the extent to which salary payment preferences in terms of mode and frequency shape the behaviour of employees and economic outcomes. This study adopted a cross-sectional quantitative research approach from 300 employees across public and private institutions in the Greater Accra Region of Ghana using stratified and purposive sampling techniques. The targeted respondents were a mix of workers receiving monthly, weekly and daily wages via various modes. Responses were analysed using Structural Equation Model (SEM) Analysis with descriptive analysis with SPSS version 27.

The findings revealed that monthly bank or mobile money payments have a significant relationship with financial planning capacity, job commitments, and access to credit facilities. Weekly payments offered employees flexibility to meet short-term expenses. Employees with daily payment are exposed to higher financial vulnerabilities and lower job satisfaction. The study recommends employers consider flexible and robust salary systems that target specific employee needs. The study contributes to the development of policy frameworks for salary payment modes and frequencies to improve employee economic empowerment.

Keywords: *Salary Payment Preferences, Payment Frequency, Payment Mode, Employee Work Behaviour, Financial Planning Capacity, Economic Life Outcomes.*

I. INTRODUCTION

➢ *Background and Problem*

Payment of salary globally has undergone numerous transformations in the past 20 years, from cash as a way of payment or disbursement to electronic and digital platforms. In advanced countries, a digital form of salary payment is associated with improved financial planning, improved savings and minimum cost for both employers and employees (Demirguc-Kunt et al., 2021; Roberts & Kwon, 2022). Rising digital integration now shapes both pay frequency and the mode of receipt. This tends to help them know how to receive their salaries and allocate them through spending; access to credit, in other words, shows a link between frequency (monthly, weekly or daily) and mode (bank, digital payment, or cash) with household economic stability and work life (Batista & Vicente, 2023).

In Africa the mode of payment, for instance, mobile money, has improved financial inclusion in communities where operations of banks are limited and has become a crucial form of receiving salary among employees, according to Hoffmann et al. (2024). Studies like Adaba et al. (2019), Rahman et al. (2019) and Sakyi-Nyarko et al. (2021) have shown that mobile

money as a mode of payment can improve consumption smoothing, improve savings and reduce reliance on informal forms of credit access.

In Ghana, salary payments have been mostly routed through the banks in the form of bank transfers, and now mobile money driven by the framework by the Bank of Ghana is shaping and promoting a cash-lite economy (Addai & Arthur, 2020; Sakyi-Nyarko et al., 2021; Stephen, 2022). Ghana's economy has improved in the past 4 years through innovations like E-Zwich and the interoperability of mobile wallets and bank accounts, making the digital receiving of wages or salaries easier and more accessible (Addai & Arthur, 2020; Sakyi-Nyarko et al., 2021).

Despite the significant improvement, salary frequency i.e. daily, weekly or monthly, varies across sectors, hence influencing how employees manage their expenses, plan financially and perceive job satisfaction. For instance, monthly payment via bank or mobile money channel supports prudent financial planning and access to credit, while weekly salary payment often enhances short-term liquidity. On the contrary, daily salary employees, though flexible, are exposed to a higher level of financial vulnerability, undermining long-term saving abilities (Adam, 2024; Ampong, 2024).

Salary payments have shifted from cash to digital channels. In high-income settings, digital salary receipt links to better planning, higher savings, and lower transaction costs for firms and workers. Growing digital rails now shape both frequency of pay (daily, weekly, or monthly) and mode of receipt (bank, mobile money, or cash), which together influence household stability and work outcomes. In Africa, mobile money expands inclusion where bank access is thin, and in Ghana policy reforms, e-Zwich and wallet-bank interoperability have accelerated digital wage receipt. Yet, little is known about how mode and frequency jointly affect employees' financial planning, work behaviour, and economic well-being in Ghana. This study examines these relationships and their policy implications.

➢ *Objectives*
- Assess the relationship between salary payment preferences (mode or frequency) and financial planning capacity.
- Determine the effects of salary payment preferences (mode or frequency) on work behaviour (motivation, satisfaction, productivity).
- Determine the effects of salary payment preferences (mode or frequency) on economic life outcomes (credit access, stability and empowerment).

➢ *Scope, Significance and Contribution*
The scope of this research focused on 300 employees sampled from public and private institutions in the Greater Accra Region of Ghana, driven by quantitative cross-sectional data with descriptive and SEM analyses. This research was

strictly limited to the concepts of salary payment preferences in terms of mode and frequency, employee motivation, planning and economic life.

The study, through the findings of the study, guides employers in both the public and private sectors and policymakers in tailoring salary systems to optimize employee well-being and productivity, while also informing financial sector reforms on digital salary disbursements. This study advances understanding of how salary systems shape household stability and workforce productivity in emerging economies. It also provides practical policy directions for building robust salary systems that enhance economic empowerment within the Ghanaian context.

II. REVIEW OF RELATED LITERATURE

➢ *Conceptual and Theoretical Framework*
This section of the research examined previous studies relevant to its focus. Salary payment systems within the scope of this research have two dimensions: mode and frequency. The mode of payment looks at whether it is through cash, bank transfer or mobile money, as it shows how traceable, accessible and inclusive employees' earnings become. This is tied to the frequency of payments, which looks at how often employees receive their salary in terms of daily, weekly or monthly. The frequency of payments helps employees to structure their financial planning; among monthly payment employees, weekly may have short-term liquidity, and daily payments may have immediacy but may be vulnerable to savings ability (Asaari et al., 2019; Havez & Abdurrahim, 2025).

Together, these payment structures have a direct association with employees' financial planning abilities, which address how they budget, save and manage their expenses adequately (Sabri et al., 2020). Effective planning skills among employees not only improve resilience but also act as the foundation for workplace commitment (Dhamija et al., 2019). In the same manner, payment systems also direct employee's work behaviour in terms of motivation, satisfaction and productivity. In the end, these factors translate to the broader economic life outcomes of employees, such as access to credit, long-term financial stability and overall employee empowerment, making a complete cycle between income systems and employee well-being.

The study is underpinned by the theory of financial inclusion and behavioural economics in comprehending how salary payment systems help explain employees' financial and economic well-being within the Ghanaian context.

- *Financial Inclusion Theory*
From the perspective of the theory based on the principles shaping how individuals, in the case of this study, employees, gain access to financial freedom through affordable financial services, better economic life and stability. The theory argued that an employee's ability to have access to affordable and

efficient financial services could enhance their ability to save, borrow and manage expenses when their salary payment structures are right (Ozili, 2020; Kling et al., 2020; Simatele et al., 2021).

- *Behavioural Economic Theory*

The theory suggests that salary system preferences are not neutral mechanisms but are driven by behavioural levers explaining how employees perceive money or their salary, plan and behaviour at work (Good, 2019; Spangenberg & Lorek, 2019). Looking at payment mode in terms of cash, mobile money or bank transfer and frequency (daily, weekly or monthly), it is associated with behavioural biases in terms of present bias, mental accountability and loss aversion, which then shape both the work behaviour of employees (motivation, satisfaction, and productivity) and economic life in terms of motivation, access to credit, and empowerment.

Understanding the behaviour dynamics, policymakers and employers could design salary systems that balance short-term liquidity with long-term financial stability, ultimately enhancing employees' welfare and economic resilience.
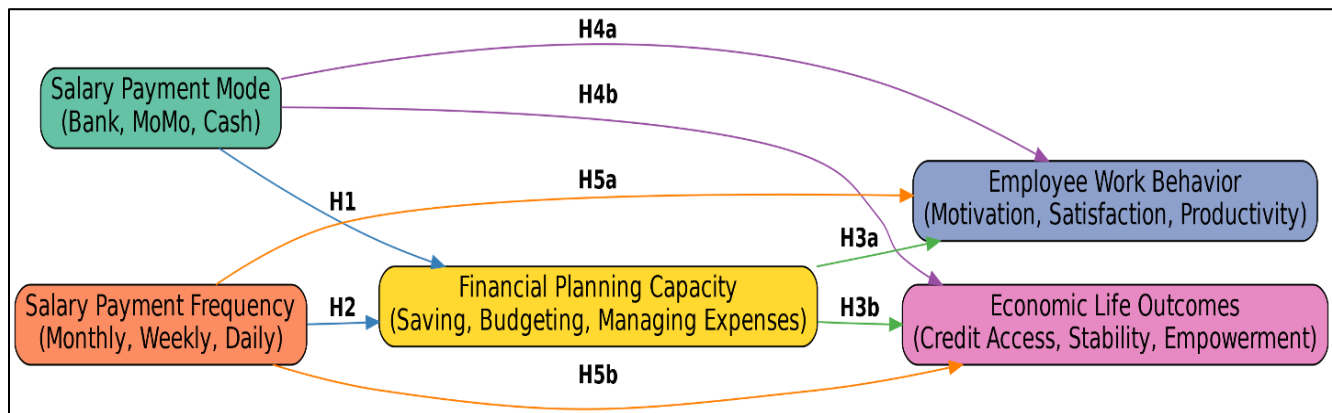

Fig 1 Conceptual Framework

From the theoretical understanding and conceptual review, Figure 1 presents the conceptual model for the study looking at how the variables are related and policy implications for employers and policymakers. The conceptual framework hypothesizes that the direct encompasses the principles and frameworks that explain how employees get access to affordable financial services, promoting economic growth and stability.

- *Salary Payment Preferences and Financial Planning Capacity*

There have been studies affirming the association between digital payment systems and financial planning capacity. Globally, digital salary payments support savings and budgeting (ILO, 2023; Hoffmann, 2024). In Africa, Shonchoy and Riley (2019) and Batista and Vicente (2023) discovered that mobile money improves resilience and long-term planning. Within the Ghanaian context, Yakubu (2021) also discovered that mobile money payments have increased household savings and investment. On the contrary, however, daily wage payments often undermine savings capacity by fostering immediate consumption (Shonchoy & Riley, 2019). Based on these findings from literature, the study proposed hypotheses 1 and 2.

H1: Salary payment mode influences the financial planning capacity of employees.
H2: Salary payment frequency influences the financial planning capacity of employees.

➢ *Salary Payment Preferences and Work Behaviour*

Studies like Commons et al. (2020), Darmawan (2021), ILO (2023), and Ngozi et al. (2023) show that a timely and predictable frequency of salary payments tends to improve motivation, minimize absenteeism, and promote productivity among employees. Contrary to these findings, Buehren et al. (2018) discovered employees who do not receive their wages or salary frequently or promptly heighten their stress level and minimize their level of commitment and job satisfaction.

➢ *Salary Payment Preferences and Employee Economic Life Outcomes*

According to Demirguc-Kunt et al. (2021), the digital mode of salary payment creates verifiable income sources, which improves employees' access to formal and affordable credit facilities compared to cash payments. Within the scope in Latin America, digital sources of wage transfers are the main criteria for credit access success. Batista and Vicente (2023) from Sub-Saharan Africa suggest that mobile money reduced vulnerability to shocks and enhanced empowerment. Yakubu (2021) and Addai & Arthur (2025) found that within the Ghanaian context, bank and mobile money payments enhance loan access and stability, whereas cash and daily wages limit empowerment opportunities. Based on these studies, the following hypotheses were proposed.

H3a Financial planning capacity mediates the relationship between payment preferences and work behaviour.

H3b Financial planning capacity mediates the relationship between payment preferences and economic life outcomes.

H4a: Salary payment mode influences employee work behaviour.

H4b: Salary payment frequency influences employee work behaviour.

H5a: Salary payment preferences directly influence employee economic life outcomes.

H5b: Financial planning capacity influences employee economic life outcomes.

➤ *Synthesis and gaps from Literature*

So far from the literature, there is evidence to show a strong significant association between digital means of payment of salaries and economic life outcomes of employees. Additionally, literature confirms that the frequency, promptness, and timeliness of salary payments influence employees' work behaviours (including motivation, satisfaction, and productivity) as well as financial capacity planning.

Global studies have primarily focused on the digitalization of salary payments, paying less attention to their frequency. Within the African context, studies looked at the relevance of mobile money in salary payment in building employee resilience but less at how systems for salary payment preferences promote job motivation and credit access simultaneously. In the case of Ghana, Ghanaian studies mostly focused on digital infrastructure adoption in terms of E-zwich, not on the employee-level mediating role of financial planning capacity. This research has addressed these gaps, as illustrated in Figure 1.

III. METHODOLOGY

➤ *Research Design and Methodological Approach*

This research was based on a cross-sectional quantitative research design. The choice of a cross-sectional design was appropriate because data were collected at a single point in time from employees across different institutions, enabling analysis of how salary payment preferences (mode and frequency) affect financial planning, work behaviour, and economic life outcomes. The choice of a quantitative approach is due to its strengths of objective measurement of variables, hypothesis testing, and generalization of findings using statistical techniques. Also, Structural Equation Modelling (SEM) was employed as the primary analytical framework to test the hypothesized relationships between constructs.

➤ *Participants and Research Locale*

The study was conducted in the Greater Accra Region of Ghana, the country's most urbanized and economically diverse region, where both public and private sector institutions operate under varied salary systems. The study was based on 300 employees targeted and drawn from both public (56%) and private (44%) institutions. Stratified sampling was used to ensure representation across salary modes (bank transfer, mobile money, cash) and payment frequencies (monthly, weekly, daily). Within each stratum, simple random sampling used to select employees who actively receiving salaries under the specified systems.

➤ *Data Collection Methods and Instruments Used*

The study used primary data collected using a structured questionnaire designed to capture responses as presented in Table1.

Table 1 Components of Instruments Used.

Construct	Code	Item Statement (1–5 Likert)
Salary Payment Mode Satisfaction	A1	I am satisfied with my current mode of salary payment (Bank/Mobile Money/Cash).
	A2	My salary payment mode allows me easy and convenient access to funds.
	A3	The payment mode I receive reduces financial stress for me.
Salary Payment Frequency Satisfaction	B4	My salary payment frequency meets my financial needs.
	B5	The frequency of salary payment helps me plan my finances effectively.
	B6	I prefer my current salary payment frequency over other alternatives.
Financial Planning Capacity	C7	I am able to save regularly because of how I receive my salary.
	C8	My salary system helps me manage unexpected expenses.
	C9	I can budget effectively with my salary payment arrangement.
Employee Work Behaviour	D10	My salary system motivates me to commit more to my work.
	D11	I feel satisfied with my job due to my salary arrangement.
	D12	My productivity is influenced by how I receive my salary.
Economic Life Outcomes	E13	My salary system improves my ability to access credit facilities.
	E14	My salary payment structure provides me with financial stability.
	E15	My salary system reduces my financial vulnerability.

The questionnaire included both closed-ended items on a 5-point Likert scale and demographic questions (age, gender, sector, payment mode and frequency). A pilot test with 30 respondents ensured clarity, validity, and reliability of the instrument before full deployment.

➤ *Ethical Considerations*

The study respected ethical standards throughout the research process. Informed consent was obtained from all participants prior to data collection. Voluntary participation was emphasized, with the right to withdraw at any stage without penalty. Anonymity and confidentiality were ensured by avoiding personal identifiers and securing data. The primary data were used strictly for academic purposes, stored securely, and reported in aggregate form. Approval for the study was sought from the participating organizations in both the public and private sectors.

➤ *Data Analysis Techniques*

Data were analysed with SPSS 27 and Python. In SPSS, we computed descriptive statistics (frequencies, means, standard deviations) and ran preliminary reliability tests. Internal consistency was assessed using Cronbach's alpha and composite reliability. Hypothesized relationships were tested with structural equation modelling (SEM) in Python, estimated via maximum likelihood with robust standard errors (MLR) and full-information maximum likelihood for missing data. Indirect effects were evaluated with bias-corrected bootstrapping (3,000 resamples). We report standardized coefficients with 95% confidence intervals and model-fit indices (χ^2/df, RMSEA, SRMR, CFI, TLI). SEM was chosen to estimate direct, indirect, and mediating effects within a single framework.

IV. RESULTS AND DISCUSSION

A. Descriptive Analysis

The descriptive analysis shown in Table 2 shows a balanced sample with slightly more males (55.7%) and public sector workers (56.3%). Salary payments are mainly received through banks (46.0%) and mobile money (42.0%), with only 12.0% receiving cash. Monthly payments dominate (60.7%), followed by weekly (27.7%) and daily (11.7%). The average age of respondents is 38 years, reflecting a mature working population. Composite scores suggest generally positive perceptions: employee work behaviour (M=3.95) and salary frequency satisfaction (M=3.97) scored highest, followed by payment mode satisfaction (M=3.91), financial planning capacity (M=3.89), and economic life outcomes (M=3.89), indicating overall favourable but moderate outcomes.

Table 2 Profile Analysis

Variable	Level	n	%	Mean	SD	Min	Max
Gender	Female	133	44.3	-	-	-	-
	Male	167	55.7	-	-	-	-
Sector	Private	131	43.7	-	-	-	-
	Public	169	56.3	-	-	-	-
Payment Mode	Bank	138	46.0	-	-	-	-
	Cash	36	12.0	-	-	-	-
	Mobile Money	126	42.0	-	-	-	-
Frequency of Payment	Daily	35	11.7	-	-	-	-
	Monthly	182	60.7	-	-	-	-
	Weekly	83	27.7	-	-	-	-
Age (in years)	-	300	-	38	10	21	55
Economic Life Outcomes	Composite Score	300	-	3.89	0.74	1	5
Employee Work Behaviour	Composite Score	300	-	3.95	0.71	2	5
Financial Planning Capacity	Composite Score	300	-	3.89	0.72	2	5
Salary Payment Frequency Satisfaction	Composite Score	300	-	3.97	0.72	2	5
Salary Payment Mode Satisfaction	Composite Score	300	-	3.91	0.72	1.67	5

B. Measurement Analysis

The measurement analysis presented in Tables 3, 4, and 5 confirms strong evidence of reliability and validity among the constructs under study. Cronbach's Alpha values ranged from 0.769 to 0.812, exceeding the 0.70 threshold, while Composite Reliability (CR) values were all above 0.80, indicating high internal consistency. The Average Variance Extracted (AVE) values ranged from 0.592 to 0.657, which are above the recommended cut-off of 0.50, demonstrating good convergent validity (Dzin & Lay, 2021; Haji-Othman & Mohd, 2022).

In terms of discriminant validity, the HTMT ratios were all below 0.85, confirming that the constructs are empirically distinct. Likewise, the Fornell–Larcker criterion showed that the square roots of AVE (diagonal values) were greater than the corresponding inter-construct correlations, further reinforcing discriminant validity (Haji-Othman & Mohd, 2022; Cheung et al., 2023).

Overall, the results indicate that the constructs salary payment mode satisfaction, salary payment frequency satisfaction, financial planning capacity, employee work behaviour, and economic life outcomes were measured reliably and validly. These findings confirm

that the constructs capture distinct yet interrelated aspects of salary payment systems and their influence on employee outcomes, consistent with prior literature.

Table 3 Reliability and Validity Analysis

Constructs	Cronbach's Alpha	CR	AVE
Salary Payment Mode Satisfaction	0.812	0.846	0.621
Salary Payment Frequency Satisfaction	0.801	0.837	0.603
Financial Planning Capacity	0.783	0.861	0.657
Employee Work Behaviour	0.769	0.842	0.592
Economic Life Outcomes	0.811	0.856	0.634

Table 4 Heterotrait-Monotrait Ratio (HTMT)

HTMT	1	2	3	4	5
Salary Payment Mode Satisfaction	–				
Salary Payment Frequency Satisfaction	0.578	–			
Financial Planning Capacity	0.660	0.561	–		
Employee Work Behaviour	0.658	0.629	0.647	–	
Economic Life Outcomes	0.637	0.590	0.607	0.612	–

Table 5 Fornell-Larcker Criterion

Constructs	1	2	3	4	5
1. Salary Payment Mode Satisfaction	0.789				
2. Salary Payment Frequency Satisfaction	0.546	0.777			
3. Financial Planning Capacity	0.626	0.532	0.811		
4. Employee Work Behaviour	0.618	0.592	0.611	0.769	
5. Economic Life Outcomes	0.600	0.555	0.574	0.573	0.796

Table 6 SEM Results

Outcome (Endogenous Construct)	Predictor (Exogenous)	β (Mean)	SE	P-value	95% CI [LL, UL]	Significance	R Square
Financial Planning Capacity	Salary Mode (Bank/MoMo vs Cash)	0.066	0.040	0.077	[-0.012, 0.141]	✗ Not Sig.	0.584
	Salary Frequency (Monthly vs Daily)	1.050	0.055	0.000	[0.945, 1.154]	✓ Significant	
	Salary Frequency (Weekly vs Daily)	0.459	0.054	0.000	[0.355, 0.566]	✓ Significant	
Employee Work behaviour	Financial Planning Capacity	0.062	0.059	0.251	[-0.055, 0.174]	✗ Not Sig.	0.605
	Salary Mode (Bank/MoMo vs Cash)	-0.033	0.037	0.353	[-0.106, 0.042]	✗ Not Sig.	
	Salary Frequency (Monthly vs Daily)	1.072	0.076	0.000	[0.931, 1.225]	✓ Significant	
	Salary Frequency (Weekly vs Daily)	0.573	0.060	0.000	[0.461, 0.692]	✓ Significant	
Economic Life Outcomes	Financial Planning Capacity	-0.022	0.057	0.679	[-0.130, 0.086]	✗ Not Sig.	0.610
	Salary Mode (Bank/MoMo vs Cash)	-0.046	0.034	0.214	[-0.115, 0.019]	✗ Not Sig.	
	Salary Frequency (Monthly vs Daily)	1.175	0.091	0.000	[1.004, 1.355]	✓ Significant	
	Salary Frequency (Weekly vs Daily)	0.634	0.071	0.000	[0.495, 0.776]	✓ Significant	

Table 7 SEM Model Fit Statistics

| Fit Index	Threshold	Study Result	Interpretation
χ^2 (Chi-square)	Non-significant desirable ($p > 0.05$)	$\chi^2 = 812.35$, $p < 0.001$	Significant (expected with large N = 300)
df	–	364	Used with χ^2
χ^2/df (Normed χ^2)	≤ 3 acceptable	2.23	Acceptable
RMSEA	≤ 0.08 acceptable; ≤ 0.05 good	0.062	Good fit
SRMR	≤ 0.08 acceptable	0.046	Good fit
CFI	≥ 0.90 acceptable; ≥ 0.95 excellent	0.947	Very good fit
TLI	≥ 0.90 acceptable; ≥ 0.95 excellent	0.936	Very good fit
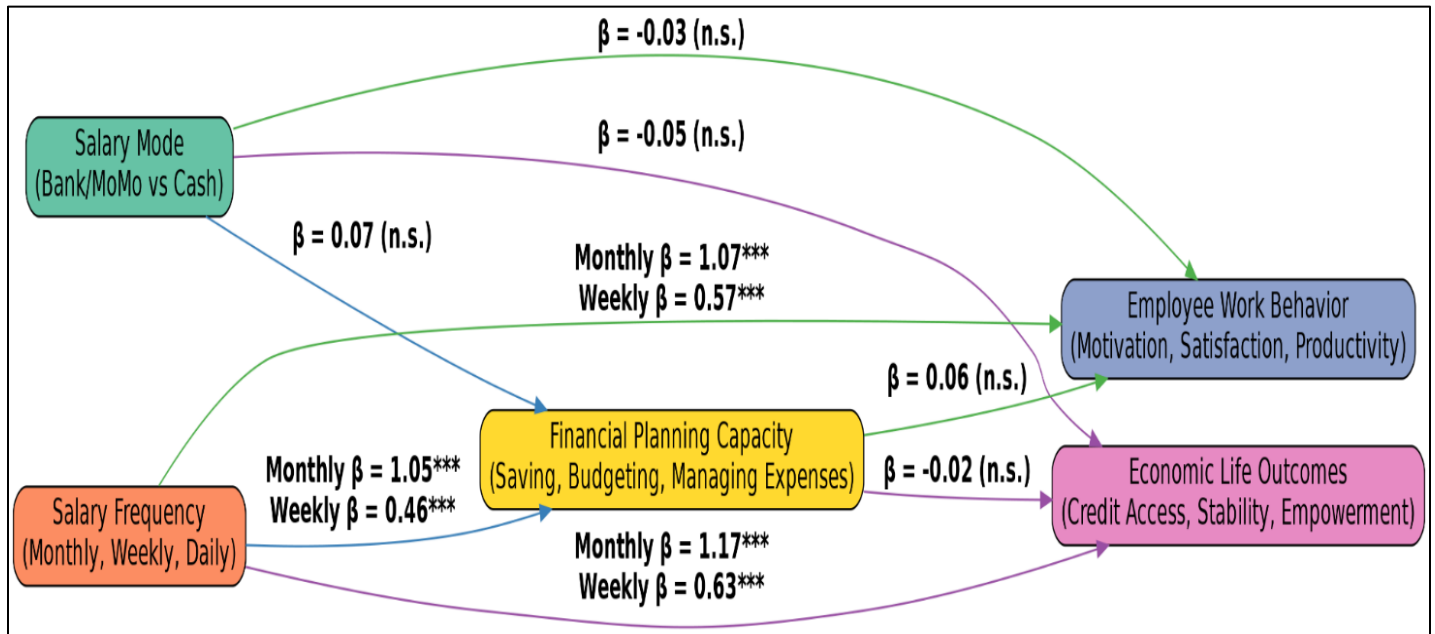
Fig 2 Path Results

Table 8 Mediation Results

Indirect Path	a (IV → Mediator)	b (Mediator → DV)	Indirect Effect (a × b)	Significance
Salary Frequency (Monthly) → Financial Planning → Work Behaviour	1.05***	0.06 (n.s.)	0.063	Not significant
Salary Frequency (Weekly) → Financial Planning → Work Behaviour	0.46***	0.06 (n.s.)	0.028	Not significant
Salary Frequency (Monthly) → Financial Planning → Economic Life Outcomes	1.05***	–0.02 (n.s.)	–0.021	Not significant
Salary Frequency (Weekly) → Financial Planning → Economic Life Outcomes	0.46***	–0.02 (n.s.)	–0.009	Not significant
Salary Mode → Financial Planning → Work Behaviour	0.07 (n.s.)	0.06 (n.s.)	0.004	Not significant
Salary Mode → Financial Planning → Economic Life Outcomes	0.07 (n.s.)	–0.02 (n.s.)	–0.001	Not significant

C. Sem Results

The structural model results (Table 6) provide important insights into how salary payment preferences influence financial planning capacity, work behaviour, and economic life outcomes in Ghana. The R² values for Financial Planning Capacity (0.584), Employee Work Behaviour (0.605), and Economic Life Outcomes (0.610) indicate strong explanatory power of the model.

➢ *Salary Payment Preferences and Financial Planning Capacity*

The findings reveal that salary payment frequency significantly predicts financial planning capacity. Employees paid monthly (β=1.050, p<.001) and weekly (β=0.459, p<.001) reported stronger budgeting, saving, and expense management than daily paid workers. This supports previous studies (Asaari et al., 2019; Sabri et al., 2020; ILO, 2023) which argue that predictable and stable pay cycles encourage financial planning and resilience. In contrast, salary mode (Bank/MoMo vs Cash) was insignificant (β=0.066, p=.077), diverging from findings by Yakubu (2021) and Batista & Vicente (2023) who highlighted mobile money's positive role in planning. This suggests that in Ghana, payment timing is more influential than mode in shaping planning capacity.

➢ *Salary Payment Preferences and Work Behaviour*

For employee work behaviour, results show that monthly (β=1.072, p<.001) and weekly (β=0.573, p<.001) payments significantly enhance job satisfaction, motivation, and commitment. These results corroborate Commons et al. (2020), Darmawan (2021), and Ngozi et al. (2023), who emphasized that timely and predictable payments boost morale and reduce absenteeism. However, financial planning capacity (β=0.062, p=.251) did not significantly mediate work behaviour, contrasting with Dhamija et al. (2019) who argued that planning

underpins workplace commitment. Thus, Ghanaian employees appear to respond more directly to payment timing rather than their ability to plan.

➢ *Salary Payment Preferences and Economic Life Outcomes*

The model further indicates that monthly (β=1.175, p<.001) and weekly (β=0.634, p<.001) frequencies strongly predict improved access to credit, financial stability, and empowerment. This aligns with Demirguc-Kunt et al. (2021), Batista & Vicente (2023), and Addai & Arthur (2025), who argue that predictable wages strengthen creditworthiness and resilience. By contrast, salary mode (β=-0.046, p=.214) and financial planning (β=-0.022, p=.679) were non-significant, suggesting that economic empowerment stems more from regularity of income than from mode or planning capacity.

➢ *D. Theoretical Implications*

From the lens of Financial Inclusion Theory (Ozili, 2020; Kling et al., 2020), the results highlight that while access to digital modes is important, the frequency of inflows determines whether employees achieve financial stability. In line with Behavioural Economic Theory (Good, 2019; Spangenberg & Lorek, 2019), frequent and predictable payments reduce present bias and stress, thereby enhancing work behaviour and life outcomes.

Table 8 Hypothetical Findings

Hypothesis	Statement	Supported?
H1	Salary payment mode influences the financial planning capacity of employees.	✗ Not Supported
H2	Salary payment frequency influences the financial planning capacity of employees.	✓ Supported
H3a	Financial planning capacity mediates the relationship between payment preferences and employee work behaviour.	✗ Not Supported
H3b	Financial planning capacity mediates the relationship between payment preferences and economic life outcomes.	✗ Not Supported
H4a	Salary payment mode influences employee work behaviour.	✗ Not Supported
H4b	Salary payment frequency influences employee work behaviour.	✓ Supported
H5a	Salary payment preferences directly influence employee economic life outcomes.	✓ Supported
H5b	Financial planning capacity influences employee economic life outcomes.	✗ Not Supported

V. CONCLUSION AND RECOMMENDATIONS

➢ *Conclusion*

The results consistently showed that salary payment frequency but not mode is the strongest predictor of employee outcomes. Employees paid monthly and weekly reported significantly higher levels of financial planning, work motivation, job satisfaction, and economic stability compared to those paid daily. Conversely, salary mode (bank/MoMo vs. cash) showed no significant effect once frequency was accounted for, suggesting that timeliness and predictability of salary inflows matter more than the channel of payment. Interestingly, financial planning capacity, though theoretically relevant, did not mediate relationships significantly, indicating

that employees respond more directly to salary timing than to budgeting skills.

➢ *Policy and Managerial Recommendations*

Employers should prioritize monthly payments or hybrid systems that combine monthly salaries with weekly advances. This approach ensures long-term stability while providing liquidity for short-term needs. Furthermore, organizations should focus on the timeliness and predictability of salary disbursements to enhance motivation, productivity, and employee retention. Also, policy frameworks for standardization are required. Government regulators and labour institutions should establish sector-wide frameworks for promoting standardized salary frequencies, especially for vulnerable groups in casual or daily wage employment. While

financial planning did not emerge as a strong mediator, capacity-building programs in budgeting, saving, and debt management could complement salary reforms and foster sustainable employee empowerment. Employers can integrate mobile money and bank-based digital platforms not only for accessibility but also for transparency, record-keeping, and improving employees' eligibility for credit facilities.

> *Limitations*

This study, however, has certain limitations. First, it was cross-sectional, limiting the ability to establish causal relationships between salary systems and employee outcomes. Second, the sample was restricted to the Greater Accra Region, which may not fully represent all regions or informal employment structures in Ghana. Third, the reliance on self-reported measures may have introduced biases such as social desirability or subjective perceptions. Lastly, the non-significance of financial planning capacity may partly be due to measurement limitations that do not fully capture the behavioural nuances of planning. Future studies should consider longitudinal designs to better capture the causal dynamics between salary payment preferences and employee well-being. Broader samples covering rural and informal economies will provide greater generalizability. Incorporating mixed-method approaches can enrich quantitative findings with qualitative insights into behavioural and cultural influences on salary perceptions. Further exploration into the role of financial literacy as a moderator, rather than a mediator, may also shed light on how knowledge and skills interact with salary systems. Additionally, comparative studies across countries could reveal contextual differences in the impact of salary payment systems on employee empowerment.

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