

ASSESSING THE MOTIVATIONAL NEEDS OF EMPLOYEES: A CASE STUDY OF GHANA NATIONAL FIRE SERVICE TAMALE METROPOLIS

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Abstract— This study examined the motivational needs, level of satisfied motivational needs and self motivation strategies of employees of GNFS in the Tamale Metropolis. 40% of the workers were selected to form the sample for this study. The study revealed that majority, as high as 76.9% of respondents were male reflecting the masculine nature of the job of fire fighting. Motivation in the organisation was found to be acceptable the study revealed that no employee express intension of leaving, and the most noted reason why they will stay was found to be free medical services registering 30.8%. staff were found to be self motivated using self motivation strategies, and the most used strategy was building self confidence. 92.3% of the respondents indicated that they will leave the organisation if they perceive the job as risk and dangerous. However, 96.2% of respondents stated that intrinsically, they are motivated by the feeling that they are in the position of saving lives and property of people in times fire and other natural disasters. It is therefore clear that employees of GNFS in the Tamale Metropolis are motivated enough to stay with the organisation.

Index Terms— motivation, performance, behaviour, employee, need, effectiveness, satisfaction

INTRODUCTION

Employee's motivation naturally has to do with their attitude to work and the desire to participate in the activities within the organization. Employee's motivation also has to do with employee's interest and control particularly in the organization. According to Robbins and Stuart-Kotze (1990), motivation is the willingness to exert high levels of effort to reach organizational goals controlled by efforts and ability to satisfy some individuals. To Hacket (1990), motivation is about understanding the needs which prompt people to do things and provide ways of helping them to satisfy those needs through the organization, while at the same time harnessing their

contribution to satisfy its needs. To Halepota (2005), motivation is a person's active participation and commitment to achieve the prescribed results. Halepota emphasised that the concept of motivation is abstract since different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results all the times. Greenberg and Baron (2003) defined motivation in more practical terms. Motivation is the set of processes that arouse, direct, and maintain human behaviour towards attaining some goal Greenberg and Baron (2003). Mullins (2006) posits that motivation is a key ingredient in employee performance and productivity. Even when people have clear work objectives, possess the right skills and ability, and are supported by supportive work environment, they would not get the job done without sufficient motivation to achieve set objectives. By defining a motivated worker, Ifeinedo (2003) indicated that a motivated worker can easily be identified by his or her ability, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. If an organisation is desirous of success, than the concept of motivation must be comprehended by the management team. To engender superior performance therefore requires appropriate motivational measures considered satisfactory not from management perspective, but from the view point of employees. Employee motivation should lead to employee performance.

Performance as a term can be interpreted broadly or narrowly. Performance can be seen as interrelated and interconnected processes which ensures that activities and people in local authority contribute as effectively as possible to organizational set objectives. To Ivancevich, Konopaske and Matteson (2005), performance is the work situation where everyone can do his or her best work. Job performance refers to the degree of accomplishment of the tasks that make up an employee's job, measured in terms of results. To perform is to produce valued results and achieving valued results is the reason why organisations motivate its workers.

Good performance in every organization is truly desired, and this always comes with hard work and dedication on the part of employees. Therefore

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designing good motivational packages is an act that management mostly uses to boost the morale of employees.

Motivation is a force within a person that establishes the level, direction and persistence of efforts expended at work. What triggers work behaviour, whether positive or negative is need of the person. This formed the basis of early researches in motivation.

Clearly, Abraham Maslow (1954), premised his idea of motivation on human needs as the reason why people alter their behaviour at work. Maslow hierarchy of needs theory paved the way for other authors like Adelfer (1969), and McClelland (1961) who improve upon the hierarchy of needs theory. This discussion makes it explicit that what propels human behaviour is need.

Ivancevich opined that motivation is an invisible inner state that energises human goal directed behaviour, which can be divided into two components, namely, the direction of behaviour and the strength of the behaviour.

Motivation may also be defined as the inner state that causes an individual to behave in a way that ensures the accomplishment of some goals. In other words, motivation explains why people behave the way they do. The more managers understand organization member's behaviour, the better they are able to influence that behavior and make it more consistent with the accomplishment of organizational objectives. Motivated staffs are expected to improve their own performance, motivate other workers and customers and assist the organization to achieve stated goals. But individuals are complex, diverse and often difficult to predict given any theory of motivation.

Even though the focus of this study is on motivation and how it affects employees performance, it is interesting to note that motivation is not the only determinant of performance and that managers should be aware that for motivation to help achieve intended performance improvements, other factors must be present. However, these other factors will not have any influence on the results of this study.

Problem Statement

The performance of workers has become important due to increasing concern of human output obtained from workers due to poor motivation. This is also a social concern and it is important to identify problems of employees. In this day and age, any organization that wants to win the competition must have motivated workers. It is important for managers to consider what constitute good systems capable of influencing work motivated behaviours among their staff. What motivation is needed to arouse a person's passion or commitment to the job? Shared vision, effective leadership, teamwork, training, increased capability and goal accomplishments are powerful motivators

which can be encouraged to create a high performance culture.

The question one would ask is, what motivates employees to up their effort leading to improve organisational effectiveness and improved performance? It is an attempt to answer a question of this nature that this study is being conducted to find out what motivations employees of Ghana National Fire Service in the Tamale Metropolis and how would that impact employee's behavior?

This research will also identify those motivational needs that have been met and the self motivational strategies employed by staff, and how these facilitate organizational goal attainment.

Objectives of the Study

The objectives of the study are;

- 1) To ascertain the motivational needs of employees at Ghana National Fire Service, Tamale Metropolis.
- 2) To assess motivational needs that has been satisfied.
- 3) To identify self motivational strategies of employees.

Significance of the Study

The study would serve as an important tool to analyses and evaluate motivation in organizations. It would serve as point of reference to all stakeholders and heads of organizations on the needs to motivate employees in order to increase performance, the government and stakeholders who are interested in the daily functions and performance of the organization will find study useful.

Methodology

This is an exploratory research. The researchers solicited responses from respondents using questionnaire. Probability sampling technique was used to select respondents for the study. The study was conducted using Ghana National Fire Service in the Tamale Metropolis as a case study organisation. Sixty (60) personnel, constituting 40% were randomly selected to constitute the sample size for the study. Convenience sampling technique enables the researchers to select workers and management who were accessible. The researchers distributed 60 questionnaires but a total of 52 were completed and retrieved for the analysis. This represents 86.7% response rate while giving a 13.3% default rate. However, this did not affect the validity of the findings of the research study.

Results and Discussions

The table below shows the number and percentage of respondents who completed the questionnaires in terms of sex and age distribution. Out of the 52 respondents

who completed the questionnaires 12 were females and 40 were males representing 23.1% percent and 76.9% percent respectively. Data was collected on sex distribution to know the total number of male and female staff in the Ghana National Fire Service (GNFS). This finding reflects the fact that fire fighting is a risky job and requires masculinity. This is not to suggest some form of discrimination in the recruitment process into GNFS in Tamale Metropolis. The data collected from the field is presented in the tables below.

Table 1: Sex and Age Distribution of the Respondents

Sex	Number of respondents	Percentage (%)
Male	40	76.9
Female	12	23.1
Total	52	100
AGE		
20 -29	12	23.1
30 -39	22	42.3
40 -49	10	19.2
50 – 59	8	15.4
Total	52	100

Source: Field Survey Data, 2014

Figures in the table above reflect the age distribution of respondents. 22 respondents for this study were within the ages 30-39, representing 42.3% and 8 respondents were within the ages 50-59 representing 15.4%. This also explains the fact that as people aged their physical strength diminishes making their services less significant to fire fighting. It was however revealed that the category of workers between the 50-56 years are very useful and effective administratively, and coordination and communication roles which are indispensable in fire fighting is facilitated by this group of workers.

Motivational Needs of Employees

This section of the work sets out to establish the need that motivates employees to most. Five possible factors were provided requiring respondents to choose where relevant and applicable to them. The results are presented in the figure below.

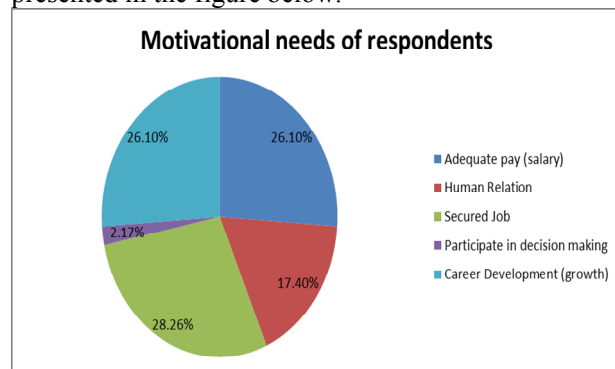


Figure 1: Motivational Needs of Respondents

Source: Field Survey Data, 2014

The figure above shows the needs that truly motivates respondents in the study organisation. Most significant motivator according to the data from the study is job security. This gave percentage of 28.26% as the highest. This is followed by 26.10% percent for adequate pay and career development respectively. This finding affirms Maslow need theory that put emphasis on basic needs. Even though the highest motivational need identified by study is career development, the respondents response indicate that pay that enable them to acquire the physiological needs and the security or safety needs is considered important to them. The need to love and be loved or relate well with colleagues and superiors was rated fourth with 17.4% percent while opportunity to take part in decision making scored 2.17%. This does not however suggest that the respondents do not value their contribution to decision making but the study organisation is such that authority structure must be respected, hence they operated a centralized system.

Reasons why Respondents will Stay with the Organisation

If employees are satisfied with motivational system in their organisation, the tendency that they will stay, be committed and exhibit good corporate citizenship behaviour is high. Sufficient motivation for employees therefore serves as an unconscious retention policy for staff. However, it is only when employees are satisfied with motivation packages available and provided that will make them stay with the organisation. Through this study, employees of GNFS indicated their satisfaction level with the motivation provided and responded to whether they will leave or stay with the organisation and reasons why they will stay. This is shown in the table below.

Table 2: Reasons why Respondents will stay with the organisation

Reasons	Frequency	Percentage (%)
Long Service Cash Bonuses	8	15.4
Free Medicals Service	16	30.8
Rent Advance/Car loan	15	28.8
Sponsorship for Children	10	19.2
Participation in Decision-making	3	5.8
Total	52	100

Source Field Survey Data, 2014

From the table above, 8 respondents, representing 15.4% indicated they will stay if the organisation offers

long service cash bonuses to employees in recognition of their contribution to the achievement of the organisation's goals. 16 respondents, representing the 30.8% agreed that they will stay if free medical care is provided for them and the families. This represents the highest response, indicating that majority of respondents' regards issues about their health very important and a determinant of their loyalty. 19.2% and 5.8% indicated they will stay is there is sponsorship for their children education and participation in decision making respectively. Further probing question help revealed that the organisation is part of the security services by training and operation. Seniority is very much respected and it is clear therefore that the higher ones rank, the more one is involved in decision making. Negating the question, one key reason was given regarding why an employee will want to leave. Responses collated through data collected revealed that 48 out of 52 respondents, representing 92.3% would leave because of the risky or dangerous nature of the job. However, only 7.7% indicated they will stay despite the risky nature of the job. It is clear from the data that employees will prefer risk free job to job that comes with some element of risk.

Researchers quest to find out what intrinsically motivates respondents revealed that the feeling of saving life and property of others in times of fire or other natural disasters gives them much satisfaction, even though this comes with risk and none specific reward. In all, 50 out of the 52 respondents, representing 96.2% agreed to this assertion, while the remaining 2, representing 3.8% were not certain. The conclusion that can be drawn is that, the risk element of fire fighting represents the major reason why employees of GNFS would quit their job. On the contrary, as high as 96.2% of fire fighters in the Tamale Metropolis derive satisfaction from the job based on the notion that they are clothed with the responsibility of saving life and property in difficult times.

Self Motivation

Motivation as a concept need not come from someone or somewhere always. Motivation generally is an inner drive. It is the pressure from within an individual that energises him or her for superior performance and achievement. The source of motivation can be said to be innate, propelled by environment factors that are deemed relevant and necessary for the individual to acquire or possess. People need to motivate themselves rather than wait for motivation to be imposed on them. The concept of self motivation give meaning to intrinsic motivation, while imposed motivation supports the understanding of extrinsic motivation. This explains why intrinsic motivation is long lasting than extrinsic motivation. Self motivation is the ability to do what needs to be done, without influence from

other people or situations. Self motivation enables people to find the reason and strength to execute task in the mist of difficulty. It leads to persistence and perseverance. To be self motivated means we should be able to improve our self confidence, enhance our self-discipline, set examples for ourselves of what we can achieve, challenge ourselves to stretch beyond our perceived limits, reward ourselves for reaching our goals, and enjoy the recognition or perks associated with reaching our goals (MTD Training, 2010).

The self motivating strategies employed by the staff of GNFS in the Tamale Metropolis and their rating are presented in the table below.

Table 3: Self Motivation Strategies

Strategies	Frequency	Percentage (%)
Personal goal setting	10	19.2
Changing habits	5	9.6
Overcoming procrastination	4	7.7
Self confidence	18	34.7
Let go of the past	10	19.2
Associate with positive people	5	9.6
Total	52	100

Source; Field Survey Data, 2014

From the table above, 18 respondents representing 34.7% stated that they motivate themselves by building their self confidence. With this mindset, they perceive every aspect of their required job as capable of be carried out without supervision. This empowers them to take initiative, even though the nature of their organisation's structure is autocratic in nature. 10 respondents representing 19.2% indicated that their self motivation strategies are personal goal setting and letting go of the past respectively. Those who motivates themselves by changing their habits and also by associating with positive people were both 5, representing 9.6% respectively. The least was overcoming procrastination, which had 4 respondents, representing 7.7%. The analysis shows that every employee of GNFS in the Tamale Metropolis is self motivated. This is an indication that the staff are matured – capable, ready and willing – to accept and carry out assigned task to the best of their ability.

Conclusion

This study was undertaken to examine the motivational needs, level of satisfied motivational needs and self motivation strategies of employees of GNFS in the Tamale Metropolis. A good representation of the workers were selected for the study. The study revealed that 23.1% of respondents were female while

76.9% were male reflecting the masculine nature of the job of fire fighting. Majority of the workers were found to be within the ages 30-39 and regarding what truly motivates the staff and scored highest was found to be job security 28.26%, followed by adequate pay and career development scoring 26.10% respectively. No employee express intension of leaving, however, the most noted reason why they will stay was found to be free medical services registering 30.8%. Regarding self motivating strategies adapted by staff, the most used strategy was found to be self confidence, registering 34.7%. It can therefore be concluded that employees of GNFS in the Tamale Metropolis are motivated enough to stay with the organisation and each staff is self motivated.

Recommendations

In order to maintain the motivational levels and the high performance in the study organisation, the researchers wish to recommend the following:

- 1) The work situation should be made less risky and dangerous. High standard and sophisticated protective clothes and devices should be provided. The use of these protective clothes should however be enforced.
- 2) Workshops, seminars and short lectures on good corporate citizen behaviour should organized frequently for the staff. This is necessary because the respondents indicated their satisfaction on the fact that they are clothe with the responsibility to save other, thereby seeing it as a motivator.
- 3) Growth prospects for staff should be intensified since this can guarantee job security and career development.

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