

# Employee Motivation on the Organisational Growth of Printing Industry in the Kumasi Metropolis

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## Abstract

The printing industry is supposed to be a major contributor to Ghana's development through employment creation and the enhancement of information to the general public. The main purpose of the study was to assess employee motivation on the printing industry within Kumasi Metropolis. The study employed both the quantitative and qualitative surveys on the printing industries within the given study area with emphasis on general printing technology which has been in existence for more than three decades. The survey was intended to get employees on their responses on what they feel are the best factors that could motivate them for their self-actualisation and also meet organizational goals. The study set to identify the most ranked factor(s) among several motivated factors which existed in the sector and it emerged that Job satisfaction was the most ranked factor from the empirical findings.

**Keywords:** Motivation, Employee Satisfaction, Performance, Organisational Goals and Industry

## 1. Introduction

There are several printing industries in the Kumasi Metropolis of the Ashanti Region. A cursory survey shows that most of the printing industries start work as early as 7 am to 5pm from Monday to Saturday. In some cases some go to work on Sundays provided there are several works to be executed for delivery the next day. The purpose of this study was to ascertain how employees of the printing industry are motivated in achieving organizational growth for national development. Ghana's Printing Industry has for many years provided indispensable services across all sectors of the economy. Printing is an important aspect of Publishing Industry in Ghana. However, most of the printing industries are located in the nation's two most industrial cities (Accra and Kumasi) with the minority of the printing industries found in other regional capitals of the Country. Graphic design has proved essential to the success of the printing industry over the years (Mcilroy, 2013). Also, Art Education provides Graphic Designers with the practical and theoretical knowledge on creativity, self-expression, and communication. These attributes become the means of developing critical and creative thinking, strengthening innovative motivation, self-confidence, and the ability to communicate and co-operate effectively (National Art Education Association, 2015); which in turn impact positively on the performance and productivity of the printing industry. This is an indication of a direct correlation between the Printing industry, Graphic Design and Art Education. Since printing industries play major roles for national development, the researchers who themselves are art educationists and graphic artists felt the need to research into the various motivational factors that best assist employees in the printing industry to put up their maximum efforts in meeting goals for organizational growth.

Krietner (1995) defines motivation as "the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve." Helepotia (2005:16) defines motivation as "a person's active participation and commitment to achieve the prescribed results". Helepotia further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results at all times.

According to Antomioni (1999:29), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes.

It can be observed from the above definitions that, motivation in general, is more or less basically concerned with factors or events that move, lead and drive certain human action or inaction over a given period of time given the prevailing conditions. Furthermore, the definitions suggest that there is the need to be an "invisible force" to push people to do something in return. It could also be deduced from the definitions that having a motivated work force or creating an environment in which high levels of motivation are maintained

remains a challenge for today's management of employees in many printing industries across the country. These challenges may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors.

For this paper, the definition of motivation by Greenberg & Baron is adopted, as it is more realistic and simple, nonetheless considers the individual and his performance. Greenberg & Baron (2003) define motivation as: "The set of processes that arouse, direct, and maintain human behaviour towards attaining some goal."

## 1.2 Motivational Theories

Even though much research has been conducted on the field of employee motivation and many researchers and writers have proposed theories on the concept of motivation, and its role in enhancing employee's performance in every organisation some of these models have been widely used and accepted by today's organisations' managers (Greenberg & Baron, 2003). Discussion on some of the motivational theories including Alderfer's (ERG theory), Maslow (Need theory), Vroom's (Expectancy theory), Adams (Social equity theory) and Herzberg (Two factor theory) have been included. To better understand this discussion, summaries of the theories are presented and discussed on the various theories on which this paper is based, has been done.

Alder (1969) asserts in his theory commonly known as the ERG theory that there are three basic human needs: Existence, Relatedness and Growth which must be met by an employee to enable him increase performance.

Maslow (1954) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include psychological, security, belongings, esteem and self-actualisation needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves "up" the hierarchy and seeks to satisfy security needs. This process continues until finally self-actualisation needs are satisfied. According to Maslow (1954) the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much contribution to productivity hence, difficulties in meeting organisational goals.

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environmental factors resulting in performance. This performance in turn leads to various outcomes, each of which has an associated value called valence.

Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes: pay, recognition, promotion, social relationship and intrinsic reward. To get these rewards, various inputs need to be employed by the employees to the job as time, experience, efforts, education and loyalty are vital. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high.

Herzberg et al (1959) suggested that there are two factors in a job, which cause satisfaction. These he called intrinsic factors (motivators) and other factors he refers to as dissatisfies (hygiene factors). According to him if the motivational factors are met, the employee becomes motivated and hence performs higher. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

This discussion on the above motivational theories explains the fact that the concept of employees' motivation has been a critical factor addressed by previous authors as what determines the core competence of every organisation in achieving a competitive position and organizational growth. Developments within the printing industry have probably made motivating employees ever more difficult due to the nature of every individual needs.

According to Bassette-Jones & Lloyd (2005: 932) "expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once the needs of employees are identified and organisational objectives also satisfy employee needs, if poorly aligned, low motivation will be the outcome".

The researchers intend to use Maslow's hierarchy of need theory of motivation as a foundation to identify the factors that motivate today's employees of Printing Industries in Kumasi and in the process determine factors that motivate these employees. Based on the above, the researchers define Motivation as the process of influencing someone to perform in sustainable way and Greenberg and Baron (2003), Adams (1965) and Maslow (1954) theories would be widely used in the discussion and analysis of the data from the respondents with other authoritative theories supporting them.

## 2. METHODOLOGY

The study employed a case study approach which combined the relevant aspect of quantitative and qualitative

data for a better consideration of employee motivation for organizational growth on the printing industries within the metropolis. Participant observation and self-administered questionnaire to employees in the selected printing industries were the main instruments used in collecting the primary data. The qualitative analysis took the form of interpreting specialized views and content analysis of related documents, while quantitative analysis took the form of descriptive statistics such as correlations, frequencies and percentages supported with relevant Tables and Graphs. The study focused on the ten selected printing industries within the Kumasi Metropolis based on their patronage by customers and their strategic locations within the metropolis. Respondents were randomly selected to represent each of the 10 printing industries. According to Nkpa (1997), a population refers to all elements in a well-defined collection of set of values. The entire population for this study is homogenous. This is because there are Pre-press (graphic designers and stripping sections), Press (machine minders) and Finishing (bookbinders etc) in each of the selected printing industries. The researchers targeted 6 employees from each of the 10 printing industries under study resulting in a total of 60 respondents. Questionnaires were sent to the employees in the selected printing firms in the metropolis by the researchers. For clarity, the items (in English language) on the questionnaire in some instances were translated to Twi (local language) for the benefit of the respondents. The data collected were analyzed. It must be established that all the 60 copies of questionnaire were retrieved from the target respondents. The return rate is 100%. The study period was from December 2014 to April 2015. (To clearly establish the employees' motivational factors for organizational growth in the printing industry kindly refer to Tables 1-17 and Fig 1-3).

### **3. RESULTS AND DISCUSSION**

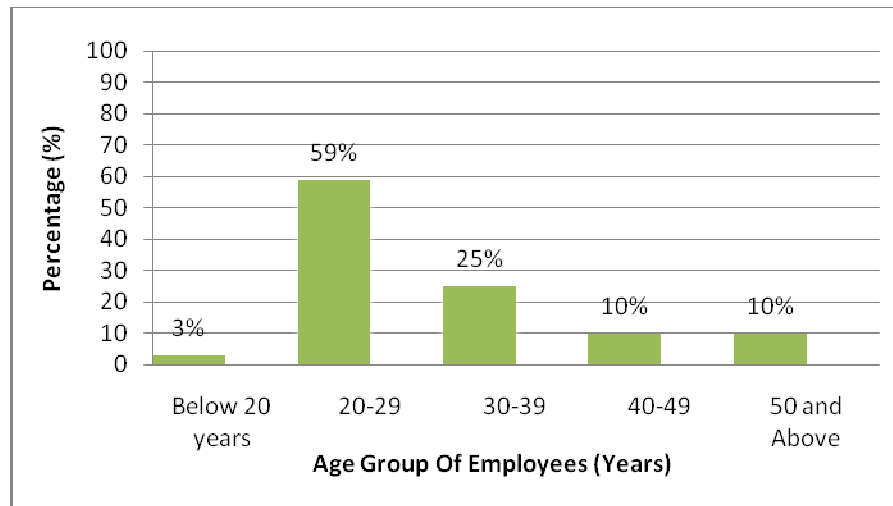
#### **3.1 Demographic Characteristics of Employees in the Selected Printing Industries**

This aspect of the study looks at the general background information about the varied study respondents from the selected printing industries in the Metropolis to the various items posed to them. It gives a vivid understanding about the respondents to the study.

However, the usage of questionnaire was meant to gather data about how employees at various printing presses are motivated by their managements through the use of different motivational strategies. Through the use of the questionnaire, problems related to motivation were identified. A total of 60 respondents were targeted. Out of this number, 48 (80%) were males whereas 12 (20%) were females. This is an indication that the male to female ratio in the selected printing industries is 4:1. The female involvement in this industry is very low. Moreover, they are mostly found at the finishing and binding sections within the printing industries.

#### **3.2 Age Groups of Employees**

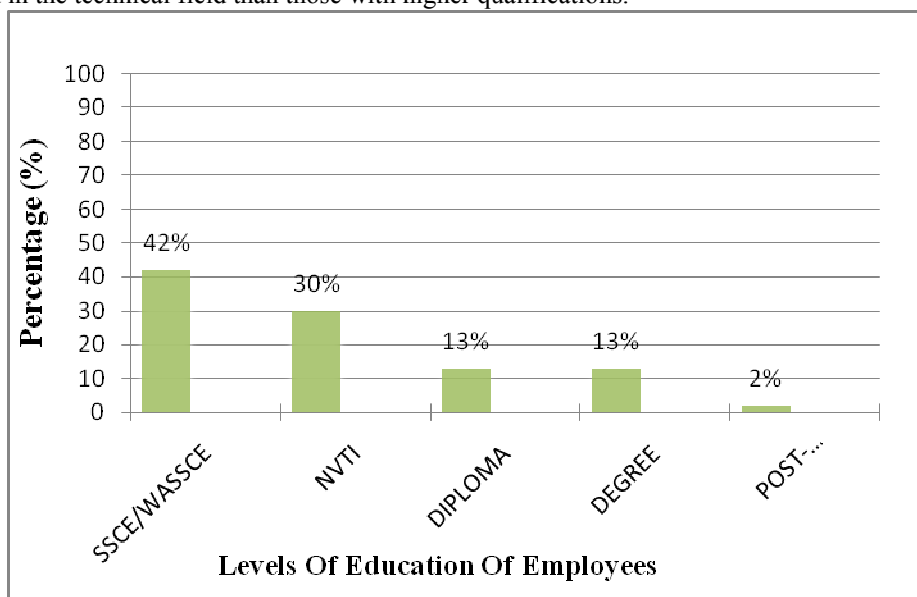
Age is a major factor when considering the productive workforce within an organisation. To have a productive technical workforce, it is essential to have an energetic and work oriented staff to spearhead the day to day activities of the organisation. The analysis showed that, the youth, ranging from ages 20 to 39 hold a total percentage of 84% while those below the age of 20 hold 3%. It was observed that those under the age of 20 are mostly relatives of the owners of the printing industries and school drop-outs who have been attached to the industries to be trained on-the-job. The ages ranging from 40 to 49 and above also constitute 10%. However, those with 50 years and above were made up of 10% (Fig.1). They are considered to possess the indigenous printing techniques and have helped to maintain the old printing culture up to date. Their presence in such printing organisations, the study revealed, is vital and cannot be ignored. They have worked for a number of years and have much experience to handle specific equipment. They are rear to come by in the industry. Thus, the future of the printing industry in the metropolis is bright as there are sizeable energetic young men to replace the few aged who may be retiring in the next decade.



**Fig. 1: Age Group of Employees**  
 Source: Authors' field survey March, 2015

### 3.3 Levels of Education of Employees

Figure 2 highlights on the levels of education of the employees. It was realized that, some of the respondents gained their recent levels of education while working with the printing firm. Forty-two percent of the respondents had SSSCE/WASSCE. Those with Technical and Post-Secondary education and the likes of N.V.T.I. and their equivalents had 30%. Diploma and Bachelor's Degree holders constituted 13% each. Two percent of the respondents hold a Masters Degree but none of them hold a PhD degree. Most of them have also had intensive on-the-job training which has kept them in the printing field for some years. Surprisingly, they are more needed in the technical field than those with higher qualifications.



**Fig 2: Levels of Education of Employees**  
 Source: Authors' field survey (March, 2015)

### 3.4 Years of working with the Organisation

Table 1 reflects the number of years the employees have worked with the various printing industries. Forty-one employees (68%) have worked with their various firms for 2-5 years. Some employees reported that they have been in the printing industry for more than 4 years albeit they do not stay with one printing industry for long. They attributed it to the fact that their management does not meet their basic needs such as increment of salaries, welfare benefits and others hence, they need to find new places for better work conditions. Those with 6 to 10 years of working with their industries were 25% while those with 11 years and above were 7%. This range of ages encompasses the elderly who do not intend to leave their respective industries until retirement. There were two employees who have worked for a particular firm for over twenty (20) years which is remarkable despite the

various setbacks they claim they face. The number of years employees have worked in various printing industries is crucial and beneficial to the printing presses. The managers required these long years of experience on the job to fit many departments within the industry. Therefore, when there are a lot more experienced employees in the industries they tend to help positively and have high impact on the organizational growth in the printing industries.

**Table 1: Employees' years of Working with the Organisation**

Years of working with the organisation	Frequency	Percentage (%)
2-5 Years	41	68
6-10 Years	15	25
11 Years and Above	4	7
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### 3.5 Form of Training given to Employees

Table 2 explicates the form of training in printing the employees were employed with aside their individual qualifications. Thirty-three respondents (55%) were employed through the training they have had "on-the-job" while secondary education trainees also were 20%. Those trained on- the-job (the high school leavers) are mostly found in the printing, finishing and binding sections. Those with tertiary education training were 25% and are mostly found within the pre-press sections which involve designing and plate-making. This displays that the sections require personnel with high and special skills to manipulate various designs in the sections. The department usually requires people with courage and boldness and women usually do not have such characteristics to operate on the many machines in the industries. Accordingly, this may have no significant impact when the training given to such trainees have no direct benefit to organizational growth of the industry.

**Table 2: Form of Training given to Employees**

Form of training given to Employees	Frequency	Percentage (%)
Secondary education	12	20
Tertiary education	15	25
On-the-job training	33	55
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### 4.0 Physiological Needs

This study sought to find out psychological needs of employees within the selected printing industries. This was surveyed under guidance and counseling, access to drinking water, access to organization's telephone and provision of food and refreshment (Fig.3 and Tables 3-6).

#### 4.1 Guidance and Counseling

The analysis on Fig. 3 shows the existence of guidance and counseling in some of the industries. It illustrates 23% of the respondents receive no such physiological need while 77% of them have the advantage of being guided and counseled by their managers. The respondents having those advantages attested to the fact that their managers regularly advise them on their individual problems. The former (23%) which do not enjoy this need or privilege also made their point that, some of their managers used to do so but because of personal interferences among other employees, they decided to stop in order not to offend an employee. Guidance and counseling falls under one of the Existence needs. This includes an individual's physiological and physical needs (Alderfer, 1969). Few of the affected respondents were also of the view that, they do not feel like confronting their managers with their personal problems just on the basis that they are older or more matured than their managers.

#### 4.2 Access to Drinking Water for Employees

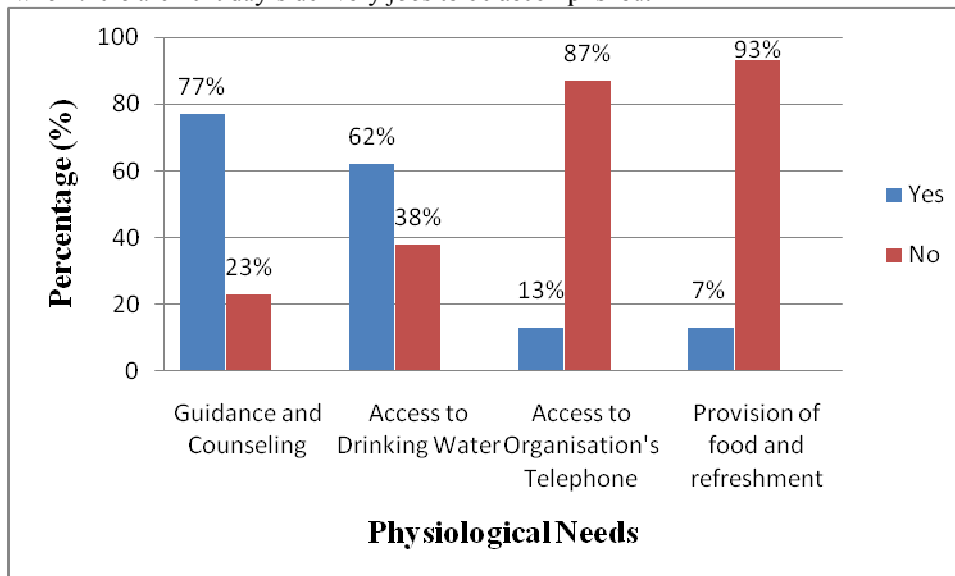
Figure 3 demonstrates the provision of drinking water to employees. Sixty-two percent of the respondents confirmed that they have access to drinking water while 38% of them do not enjoy such an offer. Water is one of the needs; most basic that should be satisfied by management of organisations to their employees (Maslow 1954). It also falls under Alderfer's one of the Existence needs. The respondents who do not enjoy this facility buy drinking water for themselves from the outskirts of the industry and mostly use the period as an excuse to loiter around. This may affect productivity depending on the periods those employees choose to stay out. Unless drastic measures are put in place the situation may persist in some firms and productivity may be compromised and ultimately affect organizational growth.

#### 4.3 Access to Organisation's Telephone

From cursory chat with respondents, most employees do not have access to organisations' telephone due to its severe exploitation. It was therefore not surprising that 52 (87%) of the respondents do not have access to telephones while 8 (13%) of them have accesses to it. Esteem needs which fall under growth represents the fourth level of needs and it includes the need for self-respect and approval of others within an organization Maslow (1954). Even with those who have access to it, it is strictly monitored for business purposes and receiving calls from business clients. However, the respondents added that they do have their cell phones for personal purposes. On the other hand, some of the printing houses have in place intercom connections for internal communications. This intercom services restrict the employees to move from one section within the printing industry to the other during working hours. More so, an employee can receive calls from the fixed line which is allowed not to interrupt peak working hours.

#### 4.4 Provision of Food and Refreshment for Employees

Figure 3 shows the results for the provision of food and refreshment for employees. Only 7% of the respondents are provided with this need while 93% do not. Food is one of the indispensable Physiological needs. "These are the basic needs of air, water, food, clothing and shelter," Maslow (1954). They recounted that in some cases they are restricted to get food during break periods most especially when there are lots of works to be completed. For those who receive food during working hours, it is not on daily basis but when there are lots of works to be executed or when there are next day's delivery jobs to be accomplished.



**Fig. 3: Data on Physiological needs of Employees**  
 Source: Authors' field survey, March, 2015

#### 4.5 Provision of Transport Services for Employees

The responses from the employees on the provision of transport services as indicated on Table 3 above shows only 3% are provided with transport services while 97% do not benefit from the service. It is an indication that very few companies have staff bus that support their members in transportation and their financial muscles are in good standing,

hence their ability to transport staff to and from the companies' premises. However, those who are not provided with transport services are on the larger side. This is an indication that employees are supposed to find their own means of getting to work and back to their homes. Some employees explained that road traffic is a major cause for going to work late. Nonetheless, According to Bassette-Jones & Lloyd (2005: 932) "expectancy, equity, goal setting and reinforcement theory has resulted in the development of a simple model of motivational alignment. The model suggests that once the needs of employees are identified and organisational objectives also satisfy employee needs, if poorly aligned, low motivation will be the outcome". Productivity could be greatly affected when the trend continues. More seriously, no incentive is given to them to alleviate their transport expenses incurred during the period.



**Table 3: Provision of Transport Services for Employees**

Provision of Transport Services	Frequency	Percentage (%)
Yes	2	3
No	58	97
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 4.6 Provision of Toilet/Washroom

The result indicated in Table 4 shows the availability of toilet facilities in most of the target industries. Nine of the respondents representing 15% do not have access to toilet facilities while 85% of the respondents have the privilege to make use of such vital facility. Provision of washroom is one of the psychological and most basic needs that should be satisfied by managers of organisations to their employees (Maslow 1954). Those industries under the study without these facilities make use of the public toilet within the area which, according to the target respondents, is rather unpleasant. Most of the employees use the non-existence of the facility as an excuse to stay out of work sometimes for long hours which ultimately affect productivity.

**Table 4: Provision of Toilet/Washroom**

Provision Of Toilet/Washroom	Frequency	Percentage (%)
Yes	51	85
No	9	15
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 4.7 Provision or Allowances for Accommodation

Table 5 establishes the provision of accommodation or allowances for housing to employees. It has been shown that, 87% do not either have accommodation or are not housed by their respective industries. Three percent of the respondents are given allowances for their accommodations while 10% of the respondents receive full accommodation from the printing industries. Hence, productivity could suffer severely. Shelter is one of the fundamental Physiological needs that should be satisfied by management of organisations to their employees. According to Maslow's first needs, "these are the basic needs of air, water, food, clothing and shelter." Those who enjoy this benefit authenticated that, it has helped them to save some money which should have gone into the payment of their rents. Ideally accommodation issue for employees in most cases should have been the responsibility of the employer. This is one of the sensational motivational factors which enable many employees to give their best for the vast development of the printing industry.

**Table 5: Provision or Allowances for Accommodation**

Provision Or Allowances For Accommodation	Frequency	Percentage (%)
Full accommodation	6	10
Allowances for Accommodation	2	3
None of the Above	52	87
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 4.8 Welfare Benefits for Employees

Although Table 6 indicates that 20 (33%) do not receive such benefits, on the other hand, 40 (67%) are provided with such benefits. Welfare benefits such as incentives for funerals, health and support schemes with funds for education are essential to employees' psychological needs (Greenberg and Baron 2003). They boost their morale and make them feel their interest is being catered for. A study on those benefits showed that, there are several welfare associations within the Kumasi Metropolis Printing Industry. These associations are formed by the employees themselves to cater for their financial needs since their salaries may not be enough in times of need.

**Table 6: Welfare Benefits for Employees**

Welfare Benefits	Frequency	Percentage (%)
Yes	40	67
No	20	33
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 5.0 Safety Needs

This study sought to find out safety needs of employees within the selected printing industries. This was

surveyed under provision of health insurance for employees, provision of safety gadgets for employees, security personnel at premises for employees, overtime bonuses, and full payment of salaries (Tables 6-12).

### 5.1 Provision of Health Insurance for Employees

Since there are severe health risks in the printing industry, it is necessary for managers to make provision for an emergency health plan for their employees. Surprisingly, only 21 (35%) of the respondents as per the analysis receive such a health plan such as fully paid health insurance and a quarterly check-up from their respective industries while 39 (65%) responses were in the negative. According to Maslow (1954), safety needs refer to the need for a secure working environment free from any threats or harm. The rationale according to him is that employees working in an environment should be free of harm to do their jobs and that if any injury should occur it will be catered for by the provision of Health Insurance Plan. This may have serious repercussions on the printing industries as most employees will be extremely careful and slow in handling gadget they work with. The most worrying of all is that, employees claimed they are supposed to pay for the treatment of an injury if there is a mechanical or occupational accident caused at the work place. Haplessly, the National Health Insurance Scheme (NHIS) which is to provide free health care delivery to citizens is ill-functioning with some basic medications not being catered for any longer. “We find that on average individuals enrolled in the insurance scheme are significantly more likely to obtain prescriptions, visit clinics and seek formal health care when sick,” (Blanchet et al 2012). Therefore, employees such as those in the selected printed industries may be registered contributors to the scheme yet they may not be fully satisfied.

**Table 7: Provision of Health Insurance for Employees**

Provision of Health Insurance	Frequency	Percentage (%)
Yes	21	35
No	39	65
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### 5.2 Provision of Safety Gadgets for Employees

On the subject of provision and use of safety gadgets, 6 (10%) of the employees of the overall population are provided with safety boots, hardhats, hand gloves, overalls and others such as ear and eye protectors. Nine (15%) of the employees are also provided with overalls and safety boots only while 35 (58%) of them are also given only overalls. Ten (17%) of the employees receive none of the gadgets mentioned. Safety needs as stipulated by Maslow's theory (1954) refer to the need for a secure working environment free from any threats or harm. The rationale according to him is that employees working in an environment free of harm to do their jobs without fear of harm and that if any injury should occur it will be catered for by the provision of organisation's Health Insurance Plan. With the use of these gadgets, although most employees are given the requisite and appropriate safety gadgets needed, they refuse to put them on. They attribute it to the fact that, it delays the production process and do not add anything to the job. This excuse is highly unprofessional and it also confirms the reason why most managers refuse to provide either all or part of the gadgets to their employees. They added that the said gadgets make them feel uncomfortable while working. In many jurisdictions, the wearing of safety gadgets at work places is mandatory and no employee will be allowed to handle any gadget at the work premises.

**Table 8: Provision of Safety Gadgets for Employees**

Provision Of Safety Gadgets	Frequency	Percentage (%)
Safety Boots, Hand Gloves and Overalls	6	10
Overalls and Safety Boots only	9	15
Overalls only	35	58
None of the Above	10	17
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### 5.3 Security Personnel at Premises for Employees

“Safety needs include physical, environmental and emotional safety and protection” (Maslow, 1954). The underlying theory according to him is that employees should work in an environment free of harm to do their jobs without fear of being injured. Table 9 indicates 41 (68%) of the respondents ticked “NO” to the question “Do you have security men at your premises?” while 19 (32%) marked “YES” representing the availability of security personnel within their premises. The respondents described the situation as bad and that their managers had already explained that, the cost involved in having security men at post is expensive. More so, the nature of the job supposedly does not require the presence of any serious security guards. The researches however suggest that in this era of arm robbery and some clients being violent in their approach it is prudent for managers to



provide adequate security measures at their premises so as to give much confidence to the working employees to work hard without fear.

**Table 9: Security Personnel at Premises for Employees**

Security Personnel At Premises	Frequency	Percentage (%)
Yes	19	32
No	41	68
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 5.4 Overtime Bonuses

The work load on the printing industry mostly demands that overtime or extra working hours be added to the normal working hours to increase work output. Since those hours are extra, an incentive needs to be given out to them which will motivate them to work with an encouraged heart. The payment of overtime bonuses is considered highly essential to employees. From the responses gathered, all the employees do overtime jobs but 51 (85%) of them receive bonuses for those extra times worked for. However, 9 (15%) of them over-work but they do not receive any bonuses for that (Table 10). The latter respondents indicated that their bonuses have been consolidated in their monthly salaries. Providing financial security is an important type of safety need {Greenberg & Baron (2003) and Maslow (1954)}. So managers of organizations need to motivate their employees to make them financially secured involving them in profit sharing of the organization.

**Table 10: Overtime Bonuses**

Overtime Bonuses	Frequency	Percentage (%)
Yes	51	85
No	9	15
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 5.5 Prompt and Full Payment of Salaries

Fifty-three (88%) of the employees indicated that they receive their salaries outright. On this note, employees know they will be paid promptly at the end of each month. On the other hand, 7 (12%) of them receive theirs fully but not promptly (Table 11). According to Maslow (1954) organizations must provide a salary that enables them to afford adequate living conditions. This is supported by Adams (1965); on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes pay. Those who do not receive their salaries promptly complained bitterly that, it really affects them financially. This constitutes the main reason why some employees quit their job to seek for greener pastures within an industry where motivation and conditions of service are favourable.

**Table 11: Prompt and Full Payment of Salaries**

Prompt And Full Payment of Salaries	Frequency	Percentage (%)
Promptly and fully	53	88
Promptly but not fully	0	0
Fully but not promptly	7	12
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

#### 5.6 Access to Loans from Company

Giving financial supports such as loans to tackle some pressing needs of employees motivate them to work more effectively. Organizations need to motivate their employees to make them financially secured by their employers Greenberg and Baron (2003). Twenty-four (40%) of the employees receive loans to support their financial needs while 36 (60%) of them do not have access to loans to cater for their short or long term needs as indicated on Table 12. Nonetheless, respondents added that up to 40% of their basic salaries are agreed upon and advanced to them as loans based on the respective financial standings of the selected printing industries under study. In some instances, they added that they do not even have access to advanced salary payments. The respondents again mentioned that the loans are deducted from their monthly salary and are spread within a period of time as agreed with the organization. However, if the arrangement stipulated to settle the loan repayment is not agreed upon in some cases it triggers misunderstanding between both parties. This can de-motivate an employee from rendering his finest performance for the development of the organization.

**Table 12: Access to Loans from Company**

Access To Loans From Company	Frequency	Percentage (%)
Yes	24	40
No	36	60
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March 2015*

## 6. Social Needs

This study sought to find out social needs of employees within the selected printing firms. This was surveyed under partaking in social gatherings (Table 13).

### 6.1 Employees Partaking in Social Gatherings

This analysis shows whether the employees partake in social gatherings or not. Thirty-eight (63%) of them do so while 22(37%) do not take part in any gathering (Table 13). Alderfer's Relatedness needs "include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition." Maslow's theory on social needs refer to the need to be loved and accepted by other people. To meet these needs organizations encourage employees' participation in social events such as picnics, health walks etc. The level of motivation according to the employees derive from these social gatherings is extraordinary because it brings people from other related business fields together to socialise and share business ideas. During these gatherings, awards are given to deserving employees for a good work done which motivates other employees to work harder for such awards. Those employees who do not have the advantage of taking part in any of these gatherings said it is quite worrying to see their fellow employees enjoy such an opportunity while they are not. They explained that even if the awards were citations on a plaque or whatsoever it will go a long way to boost their moral for them to put up their best for their respective organizational growth. Sixteen of the respondents take part in End of Year Party, Corporate Games and Award banquets while 10 of them also have End of Year Party, Award Banquets only. Twelve of them said their management organise a small award for the appraisal of hardworking employees. The respondents also said these gatherings have gone a long way to fortify the human relations within their organisations. In addition, it has helped to build the self-esteem and actualisation of the employees.

**Table 13: Employees Partaking in Social Gatherings**

Partaking In Social Gatherings	Frequency	Percentage (%)
Yes	38	63
No	22	37
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March 2015*

## 7. Esteem Needs

This study sought to find out esteem needs of employees within the selected printing industries. This was surveyed under regular meetings with management and award for a specific contribution(s) to a Job (Tables 14 and 15).

### 7.1 Regular Meetings with Management

Having regular meetings to discuss organisational issues were also asked if they take place. Esteem needs represent the fourth level of needs by Maslow (1954). According to him, such meetings provide opportunity for employees to have self respect and make them feel they are part of the whole. Adams (1965) buttressed this and advocates that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes recognition and social relationship. Fifty-three (88%) of the respondents said they have been having regular meetings with management to discuss issues pertaining to organisational growth and others. This is vital and on a positive direction as this platform enables employees to share problems and grievances with management for redress. It also enables managers of the various firms to identify loopholes and other challenges confronting their firms to be addressed for better developments and achieving organizational growth while 7 (12%) went for "no" meaning they do not have meetings with their managements (Table 14). However, it could be drawn from the data that those managers which fall into this category may be autocratic leaders. What such managers' say is final and no employee(s) question their authority or word. They may also be feared by their employees. In such printing firms union leaders who can mediate on behalf of employees may not exist for fear of being expelled for the least offense. Those having regular meetings attested to the fact that the interactions allow them to voice out their complaints, suggestions and comments, all to the growth of their respective firms. Maslow's esteem needs (2003) represent the fourth level of needs and it

includes the need for self-respect, acceptance and approval of others within an organization. Furthermore, none of the employees have meetings with their management on weekly basis. Fifteen percent of the 88% indicated that they meet management on monthly intervals. Ten percent from the 88% denoted that they meet their managers on quarterly intervals while the remaining 63% revealed that they only have meetings as and when management deems it necessary. According to the respondents such interactions really helps them and the managers to stay in touch with current or urgent information within the industry.

**Table 14: Regular Meetings with Management**

Regular Meetings With Management	Frequency	Percentage (%)
Yes	53	88
No	7	12
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

## 7.2 Award for Specific Contribution(s) to a Job

This emphasizes on appreciating a contribution by an employee on a specific job. This makes the employee build on his self esteem and feel appreciated for whatever little he does for the company. Forty-four (73%) of the employees went for "yes" meaning that they are rewarded for special contributions and it indicates a very high impact on the organisational growth while 16 (27%) of them also went for "NO" signifying that no form of appreciation is accorded to them for their special contributions. Adams (1965) on his part puts forward that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes intrinsic reward. According to Greenberg & Baron (2003) research carried out shows that awards are given to employees who develop ways of improving customers' satisfaction or business performance. They noted that awards are effective at enhancing esteem only when they are clearly linked to desired behaviours. Hence, awards that are too general fail to meet this specification. Most of the employees said they feel offended and neglected when such instances occurs. They further elaborated that it seems their inputs to the work does not insinuate anything to the managers.

**Table 15: Award for a Specific Contribution(s) to a Job**

Award For A Specific Contribution(S) To A Job	Frequency	Percentage (%)
Yes	44	73
No	16	27
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

## 8. Self-Actualization

This study sought to find out self-actualisation needs of employees within the selected printing firms. This was surveyed under provision of on-the-job training, acceptance of contributions, views, etc by Management (Tables 16 and 17).

### 8.1 Provision of On-the-Job Training

The provision of on-the-job training to employees helps them to catch up with the changing technologies in printing. Unfortunately, 13(22%) of the employees received such training while 47(78%) of the employees did not receive such training. This high percentage impacts negatively on the organizational growth of the printing industry.

When a print house wishes to buy a new printing equipment, it is always appropriate to have one or more technical staff with adequate knowledge on that equipment. When none of the employees has any knowledge about the equipment, they are sometimes picked and trained to work on such a machine. This training motivates the employees and improves employee retention. A respondent declared that he has been promoted and given a scholarship to South Africa to study on how to operate a 2000 Heidelberg Speedmaster SM 74-6-P-H-L Lithography Offset Press. Adams (1965) suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes recognition and promotion. Funds needed for him to travel will be made available or granted by the company. Those employees who have never benefited from this scheme said by the realisation of the importance of such trainings, their managers would introduce it within their printing firms.

These assertions can have high impact to positively affect the organizational growth of the target printing industries. In a follow up survey those respondents who responded "yes" gave a response explaining the kinds of training they receive. Four of them said they are re-trained when there is the emergence of new technologies and the purchase of new equipment while the remaining nine also said they are trained when the company buys new equipment so that they can work on them.

All these are for the good and growth of the various printing industries within the metropolis and that, much attention should be given to it, notwithstanding the cost that may be involved in the training.

**Table 16: Provision of On-the-Job Training**

Provision of On-the-Job Training	Frequency	Percentage (%)
Yes	13	22
No	47	78
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### 8.2 Acceptance of Contributions, Views, etc by Management

Fifty-six (93%) of the respondents conceded that their managers allow and accept their contributions, views and comments while 4 (7%) of them went for “no” indicating that they are not allowed to bring out any views and comments. People are motivated to seek social equity in the rewards they receive for high performance (Adams 1965). According to him the outcome from job includes recognition. All instructions or directions are given out by the managers and should be followed as such. To the researchers, this is quite unprofessional because it restrains all the technical skills from the employees that could have been employed and channeled to assist the day to day activities of the company. The employees also feel proud of their inputs to the growth and wellbeing of the industry when they are allowed to bring them out.

**Table 17: Acceptance of Contributions, Views, etc by Management**

Acceptance of Contributions	Frequency	Percentage (%)
Yes	56	93
No	4	7
<b>Total</b>	<b>60</b>	<b>100</b>

*Source: Authors' field survey, March, 2015*

### Conclusion

The study found safety need under job satisfaction to be the foremost important motivational factor and that the motivational value placed on a factor may vary from one employee to another. Such findings enhance our understanding of employee motivation and provide a starting point for printing industries that may see it fit to design or redesign their employees' motivational structures or factors for better organizational growth. It is acknowledged that making employees' motivation is not an easy task for any printing industry, but using survey results like this one may guide the industry in the right direction, which could make a whole lot of difference for both the employer and employee to attain unsurpassed organizational growth.

### Recommendations

Based on the findings it is recommended that printing press managers should consider their employees as the main contrivance for organizational growth because without a motivated workforce, productivity, products and services delivery suffer severely.

1. To quickly take remedial action where problems associated with motivation and de-motivation exist, the printing industry managers are to keep records of employees in order to assess performance, cushion and motivate staff regularly either in kind or in cash aside their monthly wages for better organizational growth.
2. Financial security is an important type of safety need. Therefore, organisations need to motivate their employees to make them financially secured by paying overtime bonuses on time, medical bills and provide loans facility to their staffs.

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