

## **MOTIVATING EMPLOYEES FOR EFFECTIVE ORGANIZATIONAL ADVANCEMENT: THE FOCUS ON MANAGERS OF PRINTING INDUSTRY IN THE KUMASI METROPOLIS**

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**ABSTRACT:** *A major contributor to Ghana's development through employment creation and the dissemination enhancement of information to the general public is the Printing Industry. The main purpose of the study was to evaluate managers' motivation for their employees for efficient Organisational advancement in the printing industry within the Kumasi Metropolis. This is because employee retention is necessary through motivation. The study employed qualitative surveys on the printing industry within the given study area with emphasis on general printing technology which has been in existence for more than two and half decades. The survey was projected to get managers of selected Printing Industry on their responses on what they feel are the best features that could motivate their employees for their self-actualisation and also in achieving effective organisational progression. The study seeks to identify the most ranked factor(s) among several motivated factors existed in the sector. However, it emerged that some managers adopted the theory of motivational needs of Maslow, Fayol, Taylor, Chester, Weber to inspire their employees for effective Organizational Advancement from the pragmatic findings.*

**KEYWORDS:** Motivation, Employee, Managers, Printing Industry, Organisational Advancement

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## **INTRODUCTION**

There are widespread printing organizations within the Kumasi Metropolis in the Ashanti Region of Ghana. The printing organisations are big in terms of sophisticated press acquisitions and small in terms of work output. A cursory survey revealed that most of these printing organisations in the metropolis are either owned by the business pundits who employ individuals as managers or managers who are themselves owners. Managers as used in this study, therefore refer to owners of the printing presses. Printing Industry for several decades has provided various services in all segments of Ghana's economy. Nonetheless, Accra and Kumasi contain most of the printing presses due to the large number of inhabitants these two cities have. According to Mcilroy (2013), Graphic design has proved essential to the success of printing industry over the years. Moreover, Art and Design Education in higher institutions provide Graphic Designers with the practical and theoretical knowledge on creativity, self-expression and communication. These traits become the means of developing critical and creative thinking strengthening innovative motivation, self-confidence, and the ability to communicate and coordinate effectively (National Art Education Association, 2015); which in turn impact positively on the performance and productivity of the printing industry. Hence, there is a direct link between the Printing Industry, Graphic Design and Art Education. Since

printing industry plays major role for national development, the researchers who are art educationists and graphic artists felt the need to research into the various motivational strategies adopted by managers to inspire their employees for effective organizational advancement.

## **LITERATURE/THEORETICAL UNDERPINNING**

According to Amo (2009), at the heart of every organisational activity is management. Management acts to bring and hold human resources, physical facilities, professional experts, skills, technology, information system and other support systems. Managers who are involved in such organizations are therefore to understand the complexities of organizational life, behaviour, development and climate in relation to the business environment (Amo, 2009). However, management theories emerged in the 19<sup>th</sup> and 20<sup>th</sup> centuries as a body of knowledge following a large scale commercial enterprise that was a product of industrial revolution (Amo, 2009).

In this regard, the paper employed some aspects of well-established theories of classical management including Taylor's Administrative Theory, Fayol's Administrative Theory and Weber's Theory of Bureaucracy in the build up to this research study. Douglas McGregor Theories and that of the Modern View Approach by Chester I. Barnard are also vital to the study. The former held two dissimilar observations. The first observation is the Theory X manager, who has a negative view of employees and assumes that they are lazy, untrustworthy, and incapable of assuming responsibility. The second is nonetheless, the Theory Y manager who assumes that employees are not trustworthy and capable of assuming responsibility, but also have high levels of motivation. He added that managers who presumed both set of assumptions can create self-fulfilling prophecies that via their behaviour create situations where subordinates act in ways that conform to their original expectations.

According to Barnard (1938), an organisation is viewed as a system consisting of parts namely; inputs, process, output, feedback and environment. We believed when managers decide to provide the enabling environment to their employees and with strict supervision and adherence to the laid-down rules and regulations the organisations tend to advance a lot in line with their objectives, goals and visions as against their competitors. Furthermore, Fayol (1923) identified seven functions of a manager including planning, organizing, leading, coordinating, controlling, staffing and motivating. Fayol (1923) again identified some principles for organizational design and effective organization. They included specialization, authority with corresponding responsibility, discipline, unity of command, unity of direction, remuneration of staff, centralization, orderliness etc.

In the words of Taylor (1911), "the only way managers are to expand productivity was to raise the efficiency of workers." Furthermore he believed that, "a spirit of hearty cooperation" would develop between workers and management and that cooperation would ensure that workers would follow the "one best practice". Under these philosophies, Taylor further believed that workload would be evenly shared between the workers and management with management performing the science and instruction and the workers performing the labour, each group doing "the work for which it was best suited." To achieve such level of performance, he explained that scientific theory is about planning, standardizing and improving on human effort at operational level in order to maximise output.

However, another area of concern to the study includes the behavioural management theory. It is often called the human relations movement because it addresses the human dimension of work. Behaviour theorists believed that a better understanding of human behaviour at work, such as motivation, conflict, expectations, and group dynamics improved productivity. Last but not least is a contributor Abraham Maslow (1954) of the Behavioural Approach views which are critical to the study. He developed a motivation theory based on five levels of human needs which employees need to work and possess. They included (i) Physiological needs - made of all physical needs necessary for maintaining basic human well - being, such as food and drink. (ii) Safety needs - made of the need for basic security, stability, protection and freedom from fear. (iii) Social needs - the need for belonging and love emerges as a primary motivator. (iv) Esteem needs - made of self - esteem, recognition, status. (v) Self – actualization. Maslow’s hierarchy of needs theory according to Amo (2009) assisted managers to visualize employee motivation.

On motivation at any work place, it is expected that managers are to provide an enabling environment that is conducive to getting work done.

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, respectively”. Helepota (2005:16) defines motivation as “a person’s active participation and commitment to achieve the prescribed results”. Helepota 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.” However, in so far as this study is concerned, the researchers define motivation as the act or process of gingering or persuading an employee in order to put up his maximum best in an organization. According to Amo (2009) Motivation is critical in meeting both employee and organizational goals. He says that in any organization including printing industry the significance of motivation cannot be underrated.

We site Amo as he states that “Printing managers should understand and accept the importance of motivation both within and outside work environment. They should develop the ability to induce their subordinates to do something or perform their assigned duties in the printing organisation. The printing manager influences employees (subordinates) to strive towards the achievement of organizational advancement. The printing manager can also use Maslow’s theory to provide essential needs by assessing employees’ needs and prioritizing the need to provide better motivation. To accomplish this, the printing manager should understand the individual’s urges, drives, aspirations and other human needs. He should also possess the ability to expound behaviour of his subordinates. Factors such as safety, security, insurance, good working environment, training and development avenues, effective handling of employees’ grievances and written code of conduct contribute greatly in the motivation of workers,” Amo (2009).

## METHODOLOGY

The study employed the qualitative method of research on managers’ motivation for employees for organizational advancement on the printing industries within the Kumasi metropolis. Participant observation and interviews with self-administered questionnaire were

the main instruments used in collecting the primary data from managers in the selected printing presses. The qualitative analysis took the form of presenting specialized views of respondents and content analysis of related documents. These are represented in the form of descriptive analysis in frequencies and percentages with Tables and Graphs. The questionnaire instrument was used because of its efficacy in collecting statistically quantifiable information. The study focused on fifteen selected printing presses within the Kumasi Metropolis based on their patronage by customers and their strategic locations within the metropolis. Surveys require asking respondents for information using either verbal or written questionnaires. Surveys provide a quick, inexpensive, efficient and accurate means of assessing information about the population (Zikmund, 1982). The entire population for this study was homogenous (solely managers). This is because the managers are the first to handle motivational needs for their employees and manage the various sections {Pre-press (graphic designers and stripping sections), Press (machine minders) and Finishing (bookbinders etc) in each of the selected printing presses}. The study targeted a manager from each of the 15 printing presses under study resulting in a total of 15 respondents. The questionnaire was to find out managers' perceptions about employee motivation and the challenges they face in motivating them and how those motivational factors impact on the daily activities of the industry. This was critical to the study because a cursory survey revealed that, managers are the key stakeholders when it comes to motivation of employees and supervision of the day-to-day activities of the printing presses they head. Questionnaires were sent to the managers in the selected printing presses in the metropolis. For clarity, the question items (in English language) in a special instance were translated to Twi (local language) for the benefit of a respondent due to his low educational background. Some features of the question items that needed further clarification were explained. To the remaining respondents some components of the questionnaire that needed some enlightenment were also expounded. All the 15 copies of questionnaire were retrieved from the target respondents with a return rate of 100%. The study period was from August 2015 to November, 2015. (To clearly establish the managers' motivational factors for their employees for organizational advancement in the printing industry kindly refer to Tables 1-9 and Figures 1-2).

## **RESULTS AND DISCUSSION**

### **Introduction**

The purpose was to assess how managers motivated their employees for effective organizational advancements in the Printing industry. The results begun with the organisations' background and structure. It was then followed by various motivational needs provided by the managers to their employees. These needs were guided sequentially by Maslow's Theory of Needs (1943) as the basis for the research with other renowned authors including Kreitner, Taylor, Fayol and Weber.

## ORGANISATIONAL STRUCTURE

### Years in Operation of the Organisation

Table 1 expounds on the years in operation of the various printing houses under review. Three of the respondents which represent 20% of the printing firms were established 2 to 5 years ago, while 8 (53%) were established 6 to 10 years ago and the remaining 4 (27%) were established 11 years and above. This means that the propensity of a printing firm to be robust and staying competitive is relatively significant. As per the analysis, most of the printing houses have been able to stay on track for quite a long time. Some of them have really branded themselves to the extent that whenever one is told to mention printing presses in the Kumasi Metropolis those names may pop-up. The number of years of their existence also reflects their levels of experience in the printing businesses.

**Table 1: Years in Operation of the Organisation**

<b>Years In Operation</b>	<b>Frequency</b>	<b>Percentage (%)</b>
2-5yrs	3	20
6-10yrs	8	53
11yrs and above	4	27
<b>Total</b>	<b>15</b>	<b>100</b>

### Staff Strength of the Organisation

The researchers aimed at finding the average number of employees in the selected printing organisations. With regards to the data presented in Table 2, 27% of the respondents employed 20 to 40 staff while 20% employed a minimum of 33 and a maximum of 45 staff. Furthermore, 33% of the respondents engaged 80 to 100 staff at their printing presses whereas 3 respondents hired the services of 66 staff and over to undertake varied jobs in their printing presses. In all the respondents employed a minimum of 199 and 251 at the various selected printing presses. Twenty percent of the respondents employ more than 21 staffs. This expounded to the issue on the Ghanaian printing industry that it is a sector consisting predominantly of small and medium-sized companies. Also due to the inculcation of the computer-to-print technology, most of the presses employ fewer personnel. A respondent asserted that, due to the economic state of the country, most of the presses had no option than to lay off some of their staff to be able to stand firm in the competitive market. The alternative here is to employ contract staff for specific jobs to be produced.

**Table 2: Staff Strength of the Organisation**

<b>Staff Strength</b>	<b>Frequency</b>	<b>Percentage (%)</b>
5-10 employees	4	27
11-15 employees	3	20
16-20 employees	5	33
21 and above	3	20
<b>Total</b>	<b>15</b>	<b>100</b>

### Administration within the Organisation

The data in Table 3 describes the sections or departments within the printing houses. The main aim was to establish whether the various firms had administrative departments that would constitute human resource units to administer their employees. It was uncovered that 87% of the printing presses had a proactive administration that handled the human resource aspect of the firm, including all other sections. Thirteen percent of the firms had an administration, with at least one or two of the other sections such as finishing and binding sections and the pre-press sections. In addition, two of the respondents had separate human resource managers aside the general manager to accomplish the affairs of the employees only.

**Table 3: Administration within the Organisation**

Printing houses with administration	Frequency	Percentage (%)
Yes	13	87
No	2	13
<b>Total</b>	<b>15</b>	<b>100</b>

### Job Description of the Organisation

It was realized that all the printing firms were engaged in commercial press works, summing up to 100%. Those offering pre-press, Press and post Press services such as typesetting, graphic designing, colour separation, plate making, printing and binding etc. constituted 80% (Table 4).

Three (20%) were also engaged in only prepress and post press. This means that, prepress and post press dominates amongst all the job descriptions. The said jobs range from newspaper publications, calendars, brochures, stickers, flyers and book productions.

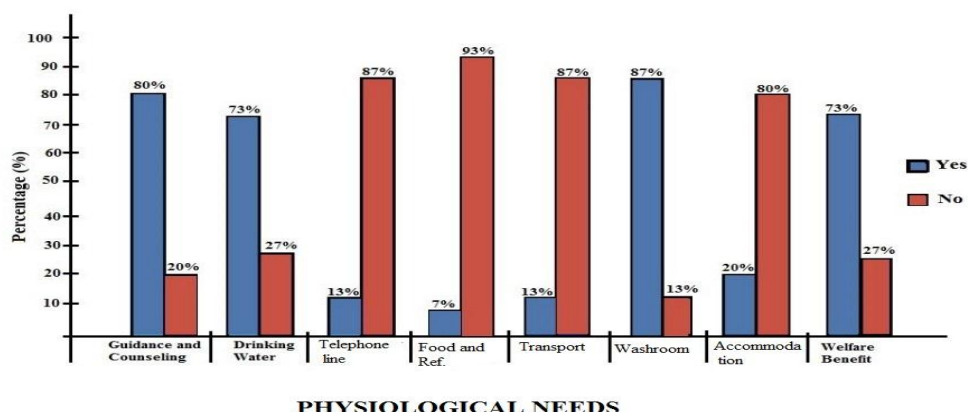
**Table 4: Job Description of the Organisation**

Job Description	Frequency	Percentage (%)
Pre-press, Press, post press	7	47
Pre-press, Post press	5	33
Pre-press, and post press	3	20
<b>Total</b>	<b>15</b>	<b>100</b>

### PHYSIOLOGICAL NEEDS

The study examined the various physiological needs adopted by the selected managers for their employees. This was surveyed under guidance and counseling, access to drinking water, access to organizations' telephone and provision of food, refreshment etc. (Fig.1).





**Fig. 1 Data on Physiological needs provided by Managers to their Employees**

*Source: Authors' field survey November, 2015*

### **Provision of Guidance and Counseling for Employees**

It could be inferred from the findings that 12 (80%) of the managers provide guidance and counseling services to their employees while 3 (20%) do not (Fig 1). An observation made indicated that some employees rely on their managers for advice and the managers also do their best to help them out of their varied problems. It was also observed that two of the managers who render advisory services to their employees have had some level of education in psychology and human behaviour. This guidance and counseling service may go a long way to build on the individual's self-actualisation which is also a motivational need. This is buttressed by Alderfer (1969) that Guidance and Counseling is one of the physiological needs and it embraces an individual's physical needs. Those respondents who went for "no" defended their point that, they do not offer those advisory services to their employees because they want to avoid the case where an employee would be "back-biting" another employee.

### **Provision of Access to Drinking Water by Managers**

Access to clean drinking water is very essential within an organization. According to (Maslow, 1954) water is one of the needs; most basic that should be satisfied by management of organisations to their employees. Although it is a physiological necessity, it also prevents employees from using it as an excuse to leave the premises during effective working hours. Figure 1 displays that 11(73%) of the respondents provide drinking water to their employees which is very significant while 4 (27%) do not. It was observed that, most of the printing houses use water dispensers for the supply of water while the others buy sachet water and store them in refrigerators for their employees. In the case of those respondents who do not provide drinking water to their employees, the employees have no option than to leave the premises to get water for themselves. This is rather unfortunate because they use it as an excuse to "stay off" during working hours and may affect productivity.

### **Provision of Company's Telephone for Employees**

The cost of the use of telephone (fixed line) is assumed to be costly in an organisation. This is as a result of abusing its use by the staff. It was therefore not surprising that 13 (87%) of the

respondents went for “no” while 2 (13%) went for yes (Fig 1). It was also observed that, there were strict regulations on the use of the telephones to minimize their abuse. Its use was only meant for the organisational transactions. Even though, it is an esteem need for growth in an organization, Maslow (1954) states that it represents the fourth level of needs and it includes the need for self – respect. On the other hand, one can receive calls from the organisations’ telephone but it needs to be in line with the organization’s principles. It was also observed that two of the press houses had in place intercoms which control the flow of information within all departments. This means that there will be no need for one to move from one office to the other. Respondents argued that in the 21<sup>st</sup> century where most employees have access to self-mobile phones they want them to stay out of the office to eschew distraction and unnecessary abuse.

### **Provision of Food and Refreshment at Working Hours for Employees**

There is a cliché that “a hungry man is an angry man.” To have a productive workforce, employees should have a level of stomach satisfaction because any hungry employee will hardly be able to make much of any contribution to his organization. According to Maslow (1954), Physiological needs involve basic needs of air, water, food clothing and shelter.” Out of the 15 respondents, 14 (93%) went for “no” and 1 (7%) went for “yes,” (Fig 1). This implies that motivating employees through food and refreshment is extremely low and may have a great negative impact on the printing houses. Even with the respondent who provided food to the employees, it is not continuous but mostly happens when there is extremely lots of work to be done.

### **Provision of Transport Services for Employees**

On the part of transporting employees to and from work, it was not exceptional from the other physiological needs. Thirteen (87%) of the respondents do not provide any form of transport benefits to their employees whilst 2 (13%) do so (Fig 1). Some employees enjoy this transport benefit because they stay close to their managers. The respondents who went for “no” explained that, the company could not afford the cost involved in transporting their employees to and from work every day. The only alternative was that, the respondents sometimes gave some monies out to the employees to cater for their transport fares, which was not even a daily activity.

### **Provision of Washroom facilities for Employees**

Provision of washroom facilities within any organisation or building is compulsory and even guided by the Kumasi Metropolitan Assembly (KMA) by-laws. According to Donkor (2013), the Waste Management Department (WMD) of KMA has hinted that the Assembly would ensure that landlords provide washroom facilities in their properties to rid the city of filth. The provision of washroom is one of the foremost and basic needs that should be satisfied by managers of organisations for their employees. Therefore, it was not surprising to find out that most of the printing presses had those facilities available for their workers. Thirteen (87%) of the respondents had very hygienic toilet facilities for their employees whilst 2 (13%) did not have them (Fig. 1). Those organisations with no toilet facilities used the public toilet within the vicinity which in most cases is rather unpleasant. Most of the employees, as explained by the managers use the non-existence of the facility as an excuse to stay out of work for some time which ultimately affects productivity.



## Provision of Accommodation or Allowances for Accommodation for Staff

Accommodation or housing is a major predicament within both the public and private sectors of the country. It was rather not despicable that 12 (80%) of the respondents provided no form of accommodation to their employees (Fig. 1). A complement was that 3 (20%) of the respondents provided allowances for accommodation. Accommodation is one of the elementary physiological needs that should be fulfilled by managers of organisations for their employees as the case has been in most government and private organisations worldwide.

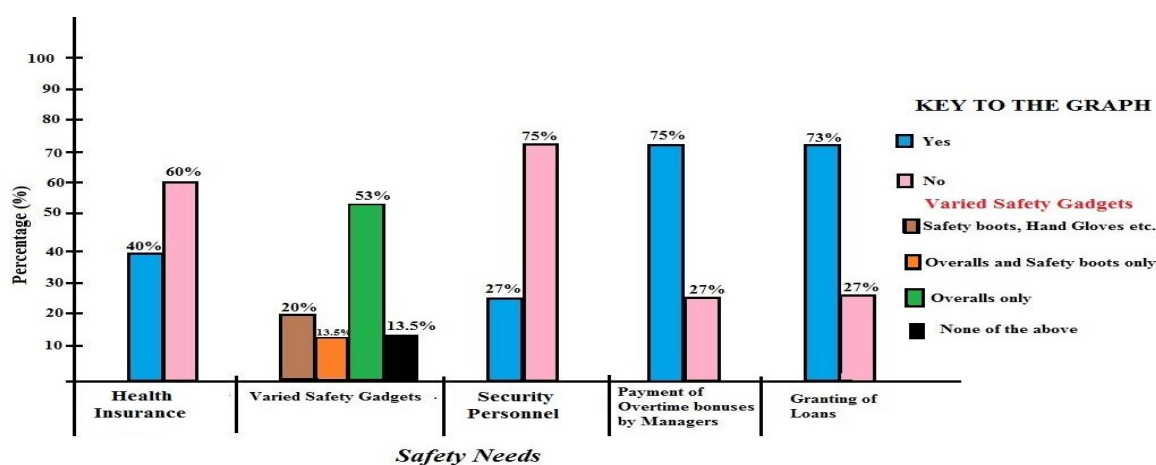
## Welfare Benefits for Staff

Welfare benefits are very essential for individual self-actualisation. Paying attention to the welfare of employees such as provision of quality healthcare and others enhances the individual employees' capabilities that lead to organisational growth as Greenberg and Baron 2003 noted that welfare benefits of all kinds are essential to employees' physiological needs. The National Pension Act 2008, Act 766 requires that employers register their employees in the Second-Tier Mandatory Occupational Pension Scheme (Laud, 2014). Eleven (73%) of the respondents have several welfare benefits for their employees whilst 4 (27%) of them provide no benefits at all (Fig. 1). Including contributions to Social Security and National Insurance Trust (SSNIT) as the data from the field revealed.

According to Sampson (2003) all employers in the private and Public sectors are to register all their workers with the Scheme and start paying contribution on their behalf. It was also noted that most of the employees have established welfare unions, both internally and externally, to also cater for their own needs. Some of the managers made it clear that, due to the economic state of the country it is sometimes very difficult to go beyond the monthly salary to cater for welfare or financial needs of the employees.

## Safety Needs

Under this need the study was to ascertain the provision of numerous safety precautionary measures made available by the managers of the selected printing firms to their employees. The areas of the safety needs included health insurance, safety gadgets, security personnel, overtime bonuses and granting of loans by managers to the employees (Fig.2).



**Fig. 2 Data on Safety needs provided by Managers to their Employees**

Source: Authors' field survey November, 2015

### **Provision of Health Insurance**

Since the cost of quality healthcare is expensive, it is always important to have a plan or be insured for future health occurrences. Therefore, safety needs refer to the need for a secure working environment free from any threats or harm. The rationale according to Maslow (1948) is that employees are to work in a harmless environment and that should any injury occur, it will be catered for by the provision of organisation's Health Insurance Plan. Unfortunately, there has been an establishment by the responses from the questionnaire that only 6 representing 40% of the respondents provide health insurance being financed by the company for their employees. On the other hand, nine representing 60% do not provide any form of health plan for their employees (Fig 2). It is an indication that, employees are to finance their health problems, with the company not having anything to do with it. It is to be noted that, there are a lot of health hazards in the printing industry that need to be looked at frequently. Therefore, if the companies do not pay for or do not support their employees' health needs, then it is very unfortunate.

### **Provision of Safety Gadgets for Employees**

Working in a safe and sound environment means working free from harm, either mechanical or of any other form. The provision of some basic safety gadgets is a step to preventing those accidents from occurring and work efficiently. More so, this is accentuated by Taylor (1911) that workers should then be given appropriate training and tools so they can work as efficiently as possible on set task. Three (20%) respondents provided safety boots, hand gloves, overalls and other important uniform to their employees (Fig 2). There was an observation that, most employees did not wear these gadgets during working hours. It was therefore not surprising that, 2 (13.5%) provided only overalls and safety boots and 8 (53%) provided overalls only. Two (13.5%) provided none of the gadgets. The respondents also affirmed the observation that, most of the employees did not make use of the gadgets provided for them, hence there was no need to provide them at all.

### **Provision of Security Personnel at Premises**

On the part of security personnel to safeguard the environment from intruders, 4 (27%) had them at post while 11 (73%) did not (Fig 2). Herzberg (1923) explains that a worker will only turn up to work if a business has provided a reasonable level of safe working environment. The respondents gave a reason for not having them at post that the nature of the job did not heavily require the presence of security personnel. Others also were of the view that it was cost effective.

### **Payment of Overtime Bonuses**

The work load on the printing houses mostly demands that overtime or extra working hours are added to the normal working hours to meet the job to be completed for the day. Since those hours are not legitimate for the employees to work, an incentive needs to be given out to them which will motivate them to work with an encouraged heart. Interestingly, only 11 (73%) out of the 15 respondents provided such incentives to their employees. Four (27%) of them did not provide any overtime bonuses for their employees with the view that, there were some times when there was no work to be done that is, "off-season". Therefore, if there was much work to be done within a frame of time, it fixed the time when there was no work to be done.

### **Granting of Loans**

Some employees may want to receive some money in a form of loans from the company to cater for their financial needs prior to their monthly salaries. In this way the company may want to support them. The analysis showed that 13 (87%) offered loans to their employees with no interests. Two (13%) of the respondents did not offer loans to their employees. This means that the loan would be deducted from their monthly salary and spread within a period of time as agreed by the company and the employee. Those respondents who did not offer loans supported their claim that, there were insufficient funds to offer them.

### **Prompt and Full Payment of Salaries**

There is a saying in the Holy Bible in Proverbs that, “do not tell your worker to go and come later for his salary while it is available”. This tells us that every employee deserves to be given his salary for the work done. Just as Fayol (1916) puts it, “remuneration is the price of services rendered”. The general principle is that levels of compensation should be “fair” and as far as possible afford satisfaction both to the staff and the organization. This is buttressed by Taylor (1911) in his devised four principles for management theory, “Proper remuneration for fast and high quality work”. This analysis on time frame and the quantum of payment of salaries showed that 13 (87%) of the respondents are able to pay their employees fully and timely which is very encouraging. Two (13%) of the respondents are able to pay promptly but sometimes not fully. They attributed it to the fact that, the amount of profit earned within that month is minimal while the expenses made exceed the profit margin hence they are not being able to pay fully. They also said they try as much as possible not to delay payments. Hence, once managers of the firms acknowledge that their employees have worked they should pay them when the terms of agreement is due.

**Table 5: Prompt and Full Payment of Salaries**

<b>Prompt And Full Payment Of Salaries</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Promptly and fully	13	87
Promptly but not fully	0	0
Fully but not promptly	2	13
<b>Total</b>	<b>15</b>	<b>100</b>

## **SOCIAL NEEDS**

### **Regular Meetings with Employees by Management**

Having frequent meetings with employees is very vital because they help management to have firsthand information on what is actually happening on the ground. Not only do they get firsthand information but it also makes the workers feel they are a part of the company. By this, it was unveiled that all the 15 respondents (100%) organised regular meetings with their employees. This is also stressed by Elton Mayo (1949) that workers are not just concerned with money but could be better motivated by having their social needs met whilst at work. The respondents made a point that having frequent meetings with the employees is the most ideal way of interacting with all staff and several views, comments and suggestions are raised to be deliberated upon. Some of them also said they use only that frame of time to resolve all disputes within the organisation but not any other time. In addition, the respondents explained that there were intervals within which the meetings were held to suit the various

organisations. Four of the respondents (27%) have a monthly and quarterly interval for their meetings whilst 11 (73%) organised theirs when it became necessary. None of the respondents organised weekly meetings. It was observed that the time for having those meetings corresponded with the nature of their jobs. The nature of their jobs does not permit most of the presses to organise regular or timely meetings. Therefore, those meetings are organised when necessary so that it will not interfere with the work for the day. Those two respondents that organised their meetings quarterly also made a point that, they sometimes have emergency meetings when the need arises.

**Table 6: Regular Meetings with Employees by Management**

<b>Regular Meetings With Employees</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	15	100
No	0	0
<b>Total</b>	<b>15</b>	<b>100</b>

#### **Provision of Social Gatherings for Employees**

There is an adage that, “all work and no play makes jack a dull boy”. There is time for work, to relax and to have fun. All these constitute a good and profitable workforce. Participating in social gatherings is a form of releasing stress and exhaustion. The level of motivation derived from these social gatherings is extraordinary because it brings people from other business fields together to socialise and share business ideas. This is buttressed by Elton Mayo’s (1949) Human School of thought which focused on managers taking more of an interest in the workers, treating them as people who have worthwhile opinions and realizing that workers enjoy interacting together. Awards are also given to deserving employees for good work done which motivates other employees to work harder for such awards. It was therefore not surprising that 10 (67%) of the respondents part-take in one or more social gathering(s) whilst 5 do not (Table 10). Those five respondents that do not take part in any gathering was of the view that, the number of employees within their establishments are not enough to part-take in gatherings such as corporate games and picnics. More so, nine (32%) of the respondents conceded that they organise end of year parties, partake in corporate games and also organise award banquets for their employees. A point was made by the respondents that, employees are mostly awarded in the categories of best employee of the year, most disciplined employee (male and female), and others.

Four (27%) also organise end of year parties and award banquets for their employees while 2 (13%) organise only award banquets for their employees. The respondents also said these gatherings have gone a long way to strengthen the human relations within their organisations. Also, it has gone a long way to build the self-esteem and actualisation needs of their individual staff.

**Table 7: Provision of Social Gatherings for Employees**

<b>Organisation Of Social Gatherings</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	10	67
No	5	33
<b>Total</b>	<b>15</b>	<b>100</b>

## ESTEEM NEEDS

### Award to Individual Staff for Specific Contribution to a Job

This esteem need is quite different from the awards given out to employees at the end of a year. This emphasized on appreciating a contribution by an employee on a specific job. It makes the employee build on his self-esteem and feel appreciated for whatever he does for the company. Thirteen (87%) went for “yes” which means that, they award or show appreciation to their individual staff for their efforts on specific jobs. They also added that the appreciation or awards take different forms either monetary or non-monetary. Two (13%) of the respondents also do not award their employees for any specific contribution since they are all accumulated in the end of year award banquets.

**Table 8: Award to Individual Staff for Specific Contribution to a Job**

<b>Award To Individual Staff For Specific Contribution To A Job</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	13	87
No	2	13
<b>Total</b>	<b>15</b>	<b>100</b>

## SELF-ACTUALIZATION

### Provision of On-The-Job Training to Staff

The advancement of technology and work practices make it demanding for the workforce to have firsthand knowledge about emerging technologies and working practices. It is therefore the duty of the manager to make sure that his employees receive such trainings to help the printing house to catch up with the new practices in the industry. When a print house wishes to buy new printing equipment, it would be appropriate to have a staff with knowledge on that equipment. When none of the employees has any knowledge about the equipment, one of them is sometimes picked and trained to work on them. On the basis of this analysis, five (33%) of the respondents organise such trainings for their employees whilst 10 (67%) also do not undergo such training. There were responses from managers who have sent some employees to update their technical skills on new digital printing machines at Accra in their sister printing houses. This motivates the employees and sometimes improves employee retention. The respondents who went for “no” attributed it to the fact that, the cost involved in offering such training is high. A complement to this is that, they rather employ artisans on contract basis. That person thence train the permanent workers until the contract is fully fulfilled.

Nonetheless, 60% of the respondents who went for “yes” train their employees when they are about to purchase a new equipment. The other 2 (40%) send some of their employees on training tours and for the enhancement of their duties. The respondents again emphasised that, it has really helped their firm to catch up with the ever changing technology in printing.

**Table 9: Provision of On-The-Job Training to Staff**

<b>Provision Of On-The-Job Training To Staff</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	5	33

No	10	67
<b>Total</b>	<b>15</b>	<b>100</b>

## CONCLUSION

The result of the study shows that the selected managers of the printing organization perform or use different motivational strategies to stimulate and motivate their employees one way or the other but they are not enough to maintain employee retention. From the data analysis and discussion presented, it is clear that there is a positive approach in methodology adopted by the respondents to meet the expectations of their employees for organizational advancement. This is where the assertion made by Maslow (1943) that, employees sway the level of productivity and profitability of the printing presses could be true. Therefore a successful influence of employees is the key to higher productivity. Although the current result for this study indicates that managers of the selected printing organizations display positive demonstration towards getting their employees satisfied, it still has a number of relevant implications for future research. There is the need for managers to unremittingly offer varied motivational strategies that will encourage positive outlook on the welfare of their employees in the printing organisation. This is significant since employees can easily buck down and seek better working conditions elsewhere within related contemporary printing industry.

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