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What Inspires Us to Work: A Case of Motivation for Employees of Commercial FM Radio Stations in Tamale, Ghana

Aziz Mohammed

Senior Assistant Registrar, Tamale Technical University, Ghana

Abstract:

The FM radio is one form of mass media channel. Commercial radio broadcast took effect in 1995 only after the Ghana Frequency Registration and Control Board had granted authorisation to ten commercial radio services in Accra, Kumasi and Secondi-Takoradi. Employees of these radio stations have been challenged in their work by a number of factors including motivation. The focus of this study was to ascertain what motivates these employees and how accessible are these motivating factors to them. A descriptive research design was used. A purposeful sampling technique was adopted to collect data using structured questionnaire, from management staff and employees. With responses from ninety participants, the study found that eighteen commercial radio stations were operational in the study area. It also found that employees were motivated by conducive work environment, regular payment of salary, appreciation of efforts and prestige attached to work, exposure to outside world, promotion, and service to humanity. It concluded with inference from the findings that, owners of commercial radio stations only got the best of their employees when these factors were ignited. The study recommended that management should develop reliable pay system to ensure prompt payment of salaries, clearly define institutional establishment, improve wages and salaries, recognise and reward hard work, provide in-service training for employees and employees should compromise for a win-win situation with management.

Keywords: Motivation, employees, factor, FM Radio, commercial

1. Introduction

The FM radio is one form of mass media channel. It typically serves the purpose of conveying valuable information, education, and entertainment to the listening publics. Whilst some FM radio stations have a limited coverage area, some extend as far as to neighbouring countries, depending on the regulations operating in the industry and on country to country. Not until the promulgation of the 1992 Constitution, the mass media, broadcast and print were dominated by the State. Actual broadcasting commenced in 1935, with Radio ZOY and this operated as a State monopoly, controlled through the Ghana Broadcasting Corporation (GBS, 2005). Commercial radio broadcast took effect in 1995 only after the Ghana Frequency Registration and Control Board had granted authorisation to ten commercial radio services in Accra, Kumasi and Secondi-Takoradi. However, a case of independent radio service was noted in 1994 by Radio Eye in Accra though, without authorisation from the State (GBS, 2005). Since this period, the operation of commercial radio services has gained currency in the country with more and more stations being granted frequencies.

In recent times, FM radio services are regulated by the National Communication Authority (NCA). By the year 2018, the NCA had granted frequency authorisations to 487 FM broadcasting Stations of which 358 were commercial radio stations (NCA, 2019). Essentially, a field survey of radio stations in Tamale revealed that there are 18 commercial FM radio stations currently operating, with varied degrees of coverage. Employees of these radio stations have been challenged in their work by a number of factors including motivation which is a sine qua non for them to give out their outmost skills and capabilities to sustaining these stations. These employees range from, Announcers, Sales executives, Presenters, Disc Jockeys, Reporters, Editors to Engineers. Their roles in generating the needed revenues and profits to keep the radio stations viable cannot be overemphasized. They are the reason for which listeners get glued to specific radio frequencies. Employees are an organisation's most valuable factor of production, especially in the commercial radio industry, where they facilitate and generate all the activities that go on in the industry. In fact, employees form the nucleus of every commercial radio station. The focus of this study was to ascertain what motivates these employees and how accessible are these motivating factors to them. The study gives workable recommendations to enhance access and utilization of these factors or packages. Motivation is crucial for good performance and which makes it increasingly imperative to research what motivates employees for better performance. This therefore, necessitates more and more study into the factors that affect employee performance (Nabi et.al, 2017).

2. Key Concepts

Commercial radio in Ghana, are those radio stations which are privately owned and operate for profit and controlled by independent commercial groups or individuals (National Media Policy, 2000). This study applies the

definition as described by the National Media Policy, 2000. The Merriam-Webster Dictionary defines an employee as “one employed by another usually for wages or salaries and in a position below the executive level”. In addition, the Business Dictionary provides an expanded definition of an employee as “An individual who works part-time or full-time under a contract of employment whether oral or written, express or implied, and has recognised rights and duties.”

Motivation by its nature, lends itself to a myriad of definitions and descriptions. Whilst the term can be defined from Archaeology to Zoology, suffice it to limit the definition to the following for the purpose of this study. Motivation is the inner drive for employees to achieve the organisational and personal objectives (Reena et.al, 2009). According to Cole (2009) motivation is primarily that which energises an individual to work in a specific way with a measured amount of determination. A more direct definition is one given by Ludhans, (1992) when he posits that motivation is about giving employees the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the direction that one wants them to. Motivation is the act of giving someone a reason or incentive to do something, a feeling of enthusiasm, interest, or commitment that makes people feel good about themselves and their jobs (Randall, Novotny & Larson, 2006). Combining the various definitions, a working definition could be reached for the purpose of this study. Motivation could simply be described as any voluntary feeling by an individual that makes them enthused about their job as a result of an inspired action either material or immaterial, and coming from internal or external.

3. Theoretical Framework

A number of theories abound with motivation as a thematic discipline. These include: Maslow hierarchy of Needs theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adam's equity theory, Skinner's reinforcement theory, Alderfer's need modified theory, McClelland's achievement theory, McGregor theory X and Y, and Locke & Latham Goal theory. For the purpose of this study a few of these are looked at as follows. However, the concentration of the study is on Maslow's theory. In view of this, the theory is looked at more broadly than the others.

3.1. Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory posits that people have needs to satisfy. He put these needs into a pyramid of hierarchy of needs that they will satisfy from bottom to top. Beginning from basic physiological needs the pyramid of needs covers belonging to a social group to pursuing one's talent through self-actualization. Essential to the theory is that Maslow felt that unfulfilled needs lower on the ladder would inhibit one from climbing to the next step. As such a need must be satisfied before the motivation for the next need arises. Nabi et.al (2017) explained that, the pyramid of needs is divided into two categories, namely: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization). Maslow argued that if the deficiency needs are not satisfied, the person will feel the deficit and this will stifle their development.

3.2. Herzberg's Two-Factor Theory

Herzberg coined his two-factor theory of motivation in 1959. The theory is also known as the motivation-hygiene theory or the dual-factor theory. Herzberg developed the theory based on his interest in people's motivation and job satisfaction. The theory explained that people's job satisfaction depends on two main factors; satisfaction (the motivators or satisfiers) and dissatisfaction (hygiene factors or dissatisfiers). He categorized the motivators as performance, job status, recognition and opportunities for personal growth, and hygiene factors as salary, good working environment, relationship with peers, secondary working conditions and relationship with managers. Herzberg claims that these factors function on the same plane, noting that they are not polar opposites. Solving an employee's dissatisfaction, say offering a higher salary would not necessarily translate into satisfaction for the employee. The employee is just no longer dissatisfied (Kuijk, 2018).

3.3. Vroom's Expectancy Theory

The expectancy theory was developed by Victor Vroom in 1964. Following a study, he conducted, he postulates that people's motivation depends on three factors: expectancy, instrumentality and valence. Vroom distinguishes between the efforts people put in their performance and the final outcome. The theory basically relates to motivation in the work place. He argues that when employees can make choices in their work, they will mostly choose that which motivates them most. He carved a formula in calculating the motivational force: $\text{Motivational force} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$. Vroom explained these factors as follows. Expectancy: what employees expect from their own efforts and the relation to good performance, including expectation of the level of difficulty the employee experiences in the work. Employees can be stimulated to make an effort by offering them incentive package if they complete their task properly and in time. Instrumentality: this is about the employee's performance being good enough to achieve a desired outcome. Thus, the employee has to believe that if they perform well, they will be appreciated. Openness between managers and employees is key here. (Mulder, 2018 & Mullins, 2005). Valence: this posits that the final result that employees achieve is valued differently depending on the individual. This value is based on their own basic needs. Hence it is imperative to find out what an individual employee values and what their personal needs are. While one might value money, another might value more days off (Mulder, 2018).

3.4. Skinner's Reinforcement Theory

This theory by Skinner (1953) argues that managers can change employee's behaviour by using reinforcement, punishment and extinction. Rewards are used to reinforce desired behaviour and punishment to prevent undesirable behaviour. Extinction is to stop someone from practicing learned behaviour at all. Skinner advises that managers should

positively reinforce employee behaviours that lead to positive results and should negatively reinforce employee behaviours that lead to negative results.

3.5. Adam's Equity Theory

The Equity theory is the product of Adams work in 1963 which looked at the perception people have about the treatment being given them in relation to colleagues. The essential factor here is, fairness and it involves feelings, perceptions and comparative process. The theory states that people will feel motivated if they are treated equitably and de-motivated if treated inequitably (Armstrong, 2006 & Osabiya, 2015). There is equity when the ratio of an individual's total outcomes to total inputs equal the perceived ratio of other people's total outcome to total input. An inequity feeling causes unpleasant tension which motivates the person to remove or reduce the level of tension and perceived inequity. Adam additionally postulated two forms of equity namely; Distributive equity which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and comparison with others, and Procedural equity, also known as procedural justice and relates to the perception employees have about how fairness in relation to events like promotion, appraisal, and discipline are being implemented (Mullins, 2005 & Osabiya, 2015).

4. Literature

4.1. Motivation Defined

Mike (2004) noted that motivation is a condition which influences the arousal, direction and maintenance of behaviour. He intimated that human needs must be satisfied, and this could be reason for arousal of motivational forces. Koontz et.al (1990) made a claim in support, that motivating employees is an important inner control tool and should be satisfied in order to drive its attendant advantages like increased productivity and efficiency and increased employee commitment. These are also supported by Ludhans (1998) that motivation is the procedure that energises, stimulates, stands and directs actions and performance. A corroboration was also received from Cole (2009) who said that motivation is basically about what energises an individual to work in a specific manner with a certain amount of enthusiasm. Motivation is a predisposition to perform in a purposive manner to achieve a desirable outcome (Buford et.al, 1995 & Amjad et.al, 2016). Also, Higgins (1994) defined motivation as an internal drive to satisfy an unsatisfied need. This study found all these definitions applicable concepts of motivation depending from which perspective it is looked at. Hence, does not limit itself to a clear-cut single definition of motivation.

4.2. Motivation: Source and Effect

Employees' needs vary and therefore, there is no such straight-jacket way of satisfying these needs by organisations. Taylor (1947) is one of the earliest proponents of the economic need's motivation. He stressed on employees getting motivated by obtaining the highest possible wages through working in the most efficient and productive way (Mullins, 2005; Osabiya, 2015). In line with this, motivation has been categorised into; Extrinsic and Intrinsic motivation. Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are required in order to motivate employees. These are often determined at the organisational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006; Osabiya, 2015).

Intrinsic motivation on the other hand relates to psychological rewards such as the opportunity to utilise one's potentials. A challenging job and achievement, show of appreciation, positive recognition, and a caring and considerate treatment by supervisors. Psychological rewards are usually guaranteed by the actions and disposition of the individual managers (Mullins, 2005; Osabiya, 2015). Armstrong (2006) concurred that intrinsic motivators are concerned with the quality of work life, and are likely to have a stable and longer-term effect because they are inherent in individuals and not imposed from external. Kalleberg (1977) supports that intrinsic motivation is linked to outcomes which occur when an employee executes an action from which they develop fulfilment for simply achieving such outcome all by themselves. Scholars have agreed that intrinsic motivation is the performance of an action for its innate happiness rather than for some significance acknowledgement. An intrinsically motivated employee performs a task for the associated excitement rather than for reason of outside force and incentive. Extrinsic motivation is to direct efforts at meeting a particular beneficial result. It is motivation from outside to perform a task for some expected reward. Herzberg (1968) validates this claim and said that extrinsic motivation goes with incentives in forms like, promotion, wages, job security and accessible funds. Extrinsic motivation are material rewards provided by the organization that are tangible and visible to others (Bellenger et al, 1984; Amjad et.al, 2016).

Rewards and incentive are essential for employees to modify their displeasure into pleasure, and they will undertake the job with more importance and will do better work which will lead to good performance (Mehmod, 2013; Amjad et.al, 2016). It has been confirmed also by Kuvaas & Dysvik (2009) that motivated workers are more concerned with self-sufficiency and are more self-driven as compared to low motivated employees. Essentially, motivated employees are extremely elaborate on their job and are more willing to take responsibilities. Reasonable wages act as an element of appreciation and play a significant role in improving employee's performance and productivity of an organization (Rashidpoor, 2000). This has been corroborated by Azar & Shafighi (2013) that employees' performance is essentially prejudiced by motivation, noting that as employees are satisfied, they give out their best performance. In confirmation of the relevance of motivation to job satisfaction, Pool and Pool (2007) posit that there is a clear link between motivation and job satisfaction and motivation with commitment of employees. Also, the findings of Tsai et al (2007) support the notion

that perceived training effectiveness is positively related with the job satisfaction of employee. Barber and Bertz (2000), indicated that an effective reward management system is helpful to organizations to attract, retain and motivate employees with high potentials and in return for best performance. Reward management system consists of both extrinsic and intrinsic rewards in forms involving financial rewards like wages and salaries, bonuses and the non-financial rewards like recognition, security, title, promotion, appreciation, praise, participatory decision-making, flexible working hours, workplace comfort, feedback, social rights (Yang, 2008 cited in Irum et.al, 2014). The model of job enrichment suggested by Hackman and Oldham's (1976) opined that jobs can be made more exciting with upward adjustments in the following variables: skill ration (the variety of skills required by the job), task identity (the degree to which the job produces something meaningful), task meaning (the significance of the job), sovereignty (the degree to which the individual has freedom in deciding how to perform the job), and feedback (the degree to which the individual obtains ongoing reports about their efforts).

5. Methodology

The study used a descriptive research design method in its investigation of the issues at hand. The nature of the study required a wide array of data and information to ensure reliable validation. This was seen to be possible by the use of a descriptive research method. Both primary and secondary data were gathered to support validation of the results. Bryman (2004) opined that the descriptive research method is concerned with seeing the object of study through the eyes of the subjects being studied. Since the study was typically about the employees of commercial radio stations, it made sense to use this method to get their perspectives. Creswell (1994) concurred that the descriptive research deals with the description of present situation rather than to give judgements and interpretation about present situation. This was exact in relation to the study.

A purposeful sampling technique was adopted to collect data using structured questionnaire, from management staff and employees of commercial radio stations in the categories of disc jockeys, presenters, program controllers, news editors, sports journalists, producers, reporters, assignment editors, maintenance engineers and others. The study found that there were 18 commercial radio stations operating in Tamale and each had an average of 7 employees. As a result of this, 5 employees were conveniently interviewed from each of the 18 stations giving a total sample size of 90. After the data were collected and analysed, a validation workshop was held to confirm the results. Management staff, employees and other key stakeholders including staff of regulatory bodies in the industry attended the workshop. The outcome of the validation is what is presented in the following discussion of findings.

6. Discussion

The study sought to look into factors of motivation for employees of commercial radio stations in Tamale. The results of the study are discussed in the following paragraphs. The study found that 18 radio stations were functional in the city with one defunct station, called Angel FM. A list of these 18 stations with their corresponding operating frequencies is shown in table 1.1 below. It was further found that all these stations had legal authorization to operate and were employing an average of 7 people. Importantly also, these stations had non-regularised employees including volunteers, casual workers and student interns who were all contributing their quota in the operations and sustenance of these stations. Employees were found to occupy positions as, Assignment Editor, Producer, Reporter, Presenter, Program Assistant, Disc Jockey, News Editor, Sports Journalist, Maintenance Engineer, Program Controller, Show host, Station Administrator and Sales Executive. All the stations studied operated a fluid organisational organogram.

SN	Description / Name	Frequency
1	Diamond FM	93.7
2	Zaa FM	99.3
3	Radio Tamale	91.7
4	123 FM	99.7
5	Kesmi FM	107.1
6	Filla FM	89.3
7	Justice FM	98.5
8	GBC Radio Savanna	91.3
9	North Star FM	92.1
10	Northern Star FM	96.9
11	Bishara Radio	97.7
12	Amaana FM	96.3
13	Radio ABC	100.9
14	Suhupielli FM	103.3
15	Niesim FM	100.1
16	Gbangu FM	97.3
17	Tawasul FM	95.7
18	Might FM	90.5

Table 1.1: List of Commercial FM Radio Stations in Tamale

Source: Field Survey, 2019

6.1. Motivation Factors

The study unravelled that a number of factors were motivating to employees of commercial radio stations in their work. These included: conducive work environment, regular payment of salary, appreciation of efforts, prestige attached to work, exposure to outside world, promotion, empowerment to take decision, and service to humanity.

Regular payment of salary: responses revealed that in all the 18 commercial radio stations studied, nowhere were employees paid regular salaries. Timely payment of salary therefore, appeared to be ranked the most motivating factor. When payment of salaries was regular, employees were motivated to do their best and in cases identified themselves with the organisation, wanting to share the pains and successes with their employer. This revelation corroborates various studies including those by, Nabi et.al (2017) and Harpaz (1990) that found payment of salary as a motivating factor. However, Osabiya (2014) has explained that Mullins (2005) and Armstrong (2006) have posited that extrinsic motivators like salary, can have an immediate and powerful effect but will not necessarily last long.

Relating the above results to Maslow's theory, salary equates to security need and that means that employees view regular payment of their salary as very essential to them and concerns their future. As such they value regular payment as very important in motivating them to work their best out. Herzberg (1959) defined salary and wage as hygiene factor. The study found that owners of these radio stations have challenges in having to make regular payment of salaries because of high cost of operations and dwindling revenue generation.

Conducive work environment: this was seen as a motivating factor for the respondents. This is to be understood from the perspective of a workplace devoid of personal interference by the owner, non-censorship of program content and free interaction among peers and supervisors. Respondents argued that this gives them strong passion to innovate on their work. The study by Nabi et.al (2017) on the impact of motivation on job performance seems to resonate with what has been asserted by respondents in this study. Nabi and others found that authority to make decisions by employees was motivating to them. Conducive work environment combines Physiological, belonging needs and Self actualisation as portrayed in Maslow's theory. This is so because the description of conducive work environment by the respondents encompasses the craving for participation in decision-making, the need for sound working conditions, respect from peers and superiors and indulgence for creativity. Therefore, the finding contradicts Maslow's assertion that one need must be fulfilled in order to have motivation for the next higher need. This can be supported by Alderfer (1969) who argued that the individual need was more of continuum than hierarchical. But Randal (2006) indicated that a study of a gas company on factors of motivating employees queried that working conditions was not one of the factors. What can be said here is that this could be true for employees in the energy sector as mentioned but totally misleading for employees of commercial radio stations. Because they work in different work environments and therefore have different perspectives of needs.

Appreciation of efforts and prestige of work: the study found that employees were motivated when they were appreciated by their superiors and colleagues for their efforts. Closely link to this was prestige associated with working in a commercial radio station. The society and for that matter audience of radio stations have a mark of respect and status association with people working in radio. Respondents of this study said that they got some form of motivation from this association and that sometimes this opens doors of opportunities to them in other areas. This could be associated to Maslow's need of Self-esteem, which relates to the need for praise and award or recognition. In support of work appreciation as a motivating factor, Adams (1965) opined that employees who felt that their efforts were not appreciated would work less or downplay the work of their peers.

Promotion: Respondents saw promotion as a test case of motivation. It was argued that because promotion was not routine, if one got promoted it became a drive for one to begin to work hard to justify the confidence reposed in the individual. In all the 18 studied radio stations, it was found that none was working with any formal promotion criteria. Therefore, promotion was done arbitrary by the radio station owner or sometimes based on consultations with senior personnel. Because this is a form of recognition, this can be classified as Self-esteem need in Maslow's hierarchy. Osabiya (2015) claimed that Bloisi et.al (2003) had understood that McGregor's "theory Y" was one way to align employees' goals with that of the organisation. This study found that one of employee's goal is to gain promotion. It makes sense to therefore, uphold the above claim.

Service to humanity: one of the factors the study unveiled was the notion of service to society. It was noted from the responses that service to humanity was based on the premise that the general public or audience had need for the services of radio and somebody must work to provide that service. So, the motivation is reflected in the quest to satisfy the need. This factor could be classified under Self-actualisation need in Maslow's doctrine, since it becomes a challenging task for the individual employee to achieve and thus, encourage creativity in the employee.

7. Summary and Conclusion

The main focus of the study was to find out factors that motivate employees of commercial radio stations in Tamale. The study found 18 operational commercial radio stations. The study further unveiled that conducive work environment, regular payment of salary, appreciation of efforts and prestige attached to work, exposure to outside world, promotion, and service to humanity were key factors motivating employees of these commercial radio stations in their work. It can therefore, be conveniently concluded with inference from the findings that, owners of commercial radio stations only get the best of their employees only when these factors are ignited. In view of this the following recommendations are made.

8. Recommendations

Firstly, managers or owners of commercial radio stations should develop a reliable pay system to ensure prompt and regular payment of wages and salaries to employees. This will boost their moral, incite the best output from them and avert possible industrial disharmony

Secondly, radio stations should clearly define their institutional establishment so that there is transparency in the way promotions are done. This will depict a clear professional career development path for employees.

Thirdly, managers should launch initiatives to improve salaries and wages, working conditions, and job security to appreciable levels so that employees feel happy working at all times. This should be done through a concerted effort of management and employees so that whatever is concluded on becomes a blueprint owned by all. Also, management should strive to ensure they recognise and reward hard work to boost morale of employees.

Fourthly, employees should be exposed to in-service training, by way of seminars, workshop and conferences to enhance their capacities which will ultimately boost the generation of the much-needed revenue.

Lastly, employees should not be over-demanding of their rights and privileges. They should in some instances find a balance to have a win-win situation with management.

9. Future Research

The study found that there was very little literature in the area. It is suggested that more work should be done on commercial radio especially why they are unable to sustain the momentum of their work.

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