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Analysis of Level of Motivation in Fire Fighters in Pune (India)

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Ref:

Abstract: *Purpose:* The purpose of this article is to draw the attention of the concern Govt .department towards the Fire-Fighters,who provides an essential service to the community with least recognition. An attempt has been made to highlight the working condition and the level of motivation of the Fire-Fighters in our country especially when very little work has been done in this particular area. The objective of this research is to analyze the motivation level among Fire Fighters and suggest measures for improvement of the motivation.

Design/methodology/approach: An effort has been made through personal interaction, survey and going through various literature available to understand the level of motivation among Fire-fighters. Both qualitative and quantitative methods were used to provide an overall view of the organization under study. This was done through inductive and deductive approach. The former method requires depicting results from specific situation to understand generalized situation. Where as in deductive reasoning research starts from general perspective and ends with specific situation.

Finding: Currently Fire Services Department has no concrete information related tolevel of motivation, thus limiting the ability of the leaders/officers to accurately predict factors which will motivate Fire-Fighter to improve productivity.

Research limitation/Implications: The study provides an important frameworkto undertake research in the field of essential services provided by the central/state Govt. The model can be applied to other similar organization and can be used to focus on other HR issues such as training, job satisfaction etc.

Practical implication: This research can be used as model for detailed analysis of the requirement for the effective and efficient Fire Services. This study can also be used as source of mapping and amalgamating the Fire Fighting resources in terms of man, machine and equipment.

Originality/ Value: As no clear road map exits,this research can help in providing a framework to various agencies to be kept in mind while formulation of policies on the subject.

Keywords: Fire-Fighters, Motivation, Performance, Tangible and Intangible, Reward.

Paper type: Conceptual paper.

INTRODUCTION

FIRE sounds an interesting subject. Indeed! And then when you suffix it with MANAGEMENT, it becomes all the more exciting. It becomes inquisitive and then we realise the plethora of excitement and the sea of new concepts, this untouched and highly needed field of management could offer. It gave the researcher an opportunity to carry out a study in a field, which has not been explored so far.

It is said that 'you cannot understand the gravity of a fire unless you put your finger in it.' Then think of the Fire-Fighters. They do not have the time for these idioms. There is a need to ensure their safety. Because, this is a chain! Safety of human resource, in this case Fire-Fighters, ensures safety of life and property and hence safety of national resources and national income.

Human resources management can also be called as people management. It is an important part of the management process. The success of the organization is not only assessed by the machines and equipment but also by the people who put in their best efforts for efficient performance.

Every organization has a system in place to ensure that the work is done in a proper manner. To achieve these goals in the Fire Fighting department there has to be a competent recruitment department to ensure that the best talent is hired, who are capable to do the job. In the Fire Fighting department to achieve maximum efficiency, a high level of motivation is required. To achieve this goal there has to be a perfect balance between an effective management, strong leadership and motivated employees.

Considering myself a part of a Premier Management Institute which promotes Research and Development, I believe that it is all the more needed in studying the various aspects of the Fire Departments of our country and thereby proposing new models, solutions, concepts.

The nature of the study is to gather and analyse, this includes qualitative information supported by quantitative data. Data sources are a combination of primary and secondary data. Primary data being collected from three categories of Fire-Fighters i.e., Central Govt. State Govt. and Contractual through a questionnaire. Secondary data are taken from various journals, research papers, books and web sites etc. Excel tools are used to make graphs and charts.

OBJECTIVES OF THE STUDY

1. To analyse the motivation level among Fire Fighters.
2. To suggest measures for improvement of the motivation.

LIMITATIONS OF THE STUDY

The following are the limitations of the study:

1. This study was done on the Fire Fighters of Pune only.
2. The study is confined and relevant only to Fire Fighters and not applicable to any other organization.
3. It was restricted to study of existing system and work practices in place, collection of data by means of questionnaire and analysis only.
4. The sample size was small and was restricted to 41 keeping in view the job profile and service restriction.

5. Since the organizations are Govt. Departments there may be a possibility of maintaining of secrecy and certain functioning not being allowed to be given out, the information given by the respondents may not be 100% correct/actual.

REVIEW OF LITERATURE

Four theories were taken into consideration, these theories include: Maslow's hierarchy of needs, Herzberg two factor theory, John Adair fifty-fifty theory and Vroom's expectancy theory. The various rewards systems are used by organizations were also studied in this research paper to understand the impact of culture and organizational culture on the behavior pattern of the employee.

Wyant, Greg A (2011) in his paper titled "Job Satisfaction at the Noblesville Fire Department," Noblesville, Indiana, USA explains about job satisfaction and the ability of the leadership to accurately predict factors that will motivate Fire-Fighters to improve productivity. The results indicated that Fire-Fighters have relatively high level of job satisfaction and they were primarily motivated by job security.

Janke, Edward (2010) in his paper titled "Developing Recruit Fire Fighting Training Program." Howard Fire Department, Wisconsin, USA, brings out that there is a need for orientation and training program, also there should be a mentoring program. He also brought out that well trained Fire-Fighter will be more effective. The community will be benefitted from increased productivity and safer operation. Safer operation on ground will reduce liability by minimizing compensation claims due to minimum loss to life and goods.

METHODOLOGY

Population

Fire Fighters of various Fire Services Department in Pune.

Sample Size

Random sampling method was used and 41 cadres were selected from various category of FSD of different organization and questionnaire was obtained.

Data Collection

Primary data was collected by using Questionnaire and Informal Interviews. Also discussions and interactions were carried out with the staff of the department. Structured questionnaire was employed to elicit information about the objectives of the study. The questions focused on effectiveness of the training; job information; training information and policy on manpower development. In order to get information about employees attitude, motivational factors and performance, a structured questionnaire was used which was made available to them. The questionnaire contained both open and closed questions. The closed questions were assessed on a scale of 1-5.

The respondents were given only 45-60 minutes to fill up the questionnaire so as not to be influenced by other respondents. The interview had seventeen questions; the questionnaire had a sum of twenty questions.

Along with the questionnaire, personal information was collected through interview. The interview was done to collect information regarding background, work motivation and rewards.

The interview was also done to get information about their department, their duties and how they coordinate their Fire Fighters.

Secondary data was collected from books, articles, journals and websites

RESULT AND ANALYSIS

The findings of the interview are presented according to the various aspects used in the structure: background information of the interviewees is introduced, work motivation and rewards systems of Fire Fighters. Table 1 summarizes the interview:

Table 1
Summary of Interview Results

	<i>Parameters</i>	<i>Key findings</i>
<i>Work at Motivation</i>	Officers	Good salary Upward movement in the Department
	Employee's	Good salary Psychological state of the employee
	Tools of Motivation	Internal promotion Workshops for the Fire Fighters Contest for best worker Outline duty schedule
	Communication with Employee	Daily basis communication with employees
	Worker's attitude at work	Positive aspects Negative aspects
	Changes and responsibilities	Efficiency at work Increased demand for holidays Officers duty to motivate Fire Fighters
	Decision making	Vital for Fire Fighters to be involve in decision making
<i>Rewards</i>	Incentive systems	Internal promotion system Higher salaries for older workers than newly recruit
	Reward systems	End of year certificates Verbal and written appreciations Publication of good performance

Discussion

From Table 1 it can be inferred that motivation is a dynamic concept, which varies from one employee to another even within the same organization. Though money is an important motivating factor, it also depends on individual's perception and how satisfied he is within the organization. As it is a very individualistic and subjective aspect it does not tell us whether motivation and performance are dependent only on money.

Table 2
Statistical analysis of survey on motivation

Sr. No.		Strongly Disagree	Disagree	Fair	Agree	Strongly Agree	Mean
1.	Support during induction	1	1	2	13	24	4.414634
2.	Mentoring of new members	2	4	5	9	23	4.292683
3.	Impact of training on attitude, motivation and values	1	0	2	12	26	4.512195
4.	Adequacy of training	0	1	4	14	22	4.390244
5.	Importance of the job security	5	1	2	5	28	4.219512
6.	Relevance of fire fighters for the society	0	1	0	13	27	4.609756
7.	Performance based promotion	2	1	2	22	14	4.097561
8.	Opportunities provided by the organisation	7	3	6	22	3	3.268293
9.	Working environment	0	5	9	12	15	3.902439
10.	Challenge as a Motivating Factor	1	1	2	19	18	4.268293
11.	Organisation's Goal as a Motivating factor	4	3	13	15	6	3.390244
12.	Satisfaction with wages	11	10	2	4	14	3
13.	Promotion opportunities	8	4	19	7	3	2.829268
14.	Assessment system	7	4	9	17	4	3.170732
15.	Rewards should be based on performance	3	0	2	16	20	4.219512

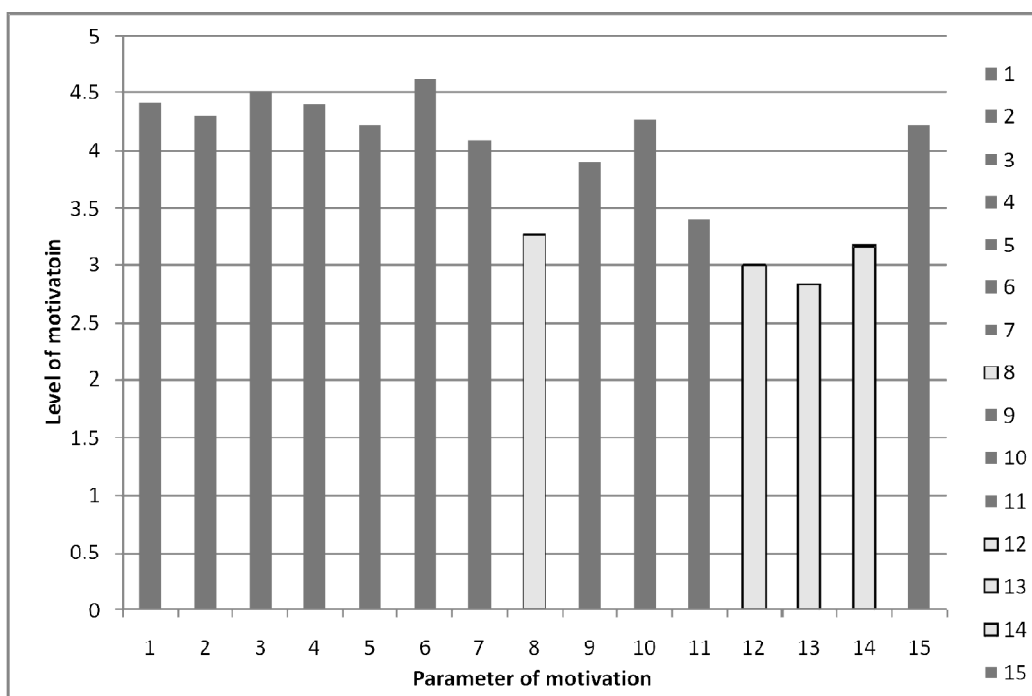


Figure 1: Statistical analysis of survey on motivation

Discussion

From table 2 and figure 1, it can be inferred that area of concerns are wages, promotion avenues. So also is the system of assessment which indicates cause for concern. Focusing on these points can be helpful for improving the level of motivation of fire-fighters. For other parameter the level of motivating on measurement scale is fairly high and needs less attention.

It shows the key result area can be wages, promotion, and assessment system

Result of the above three parameters are depicted in detail through tables and figures.

Table 3
Response to wages

S. No.		<i>Central Govt fire fighter</i>		<i>State Govt fire fighter</i>		<i>Contractual fire fighter</i>		<i>Total population</i>	
		N = 18	Percentage (%)	N = 12	Percentage (%)	N = 11	Percentage (%)	N = 41	Percentage (%)
1.	Strongly Disagree	1	5.55	2	16.66	8	72.72	11	26.82
2.	Disagree	3	16.66	4	33.33	3	27.27	10	24.39
3.	Neutral	2	11.11	0	0	0	0	2	4.88
4.	Agree	0	0	4	33.33	0	0	4	9.75
5.	Strongly Agree	12	66.66	2	16.66	0	0	14	34.14

Discussions

Table 3 Figure 2 shows that 68% Central Govt Fire Fighters were happy and 12% were neutral on the wages and 20% were totally dissatisfied with the wages. The State Govt Fire Fighters were clearly divided as 50% were satisfied and 50% were not. Among Contractual Fire Fighters 100% were not satisfied as they are paid minimum wages of unskilled workers which allow them to take home around Rs 10,000/ month. On the whole about 60% fire fighters are not satisfied.

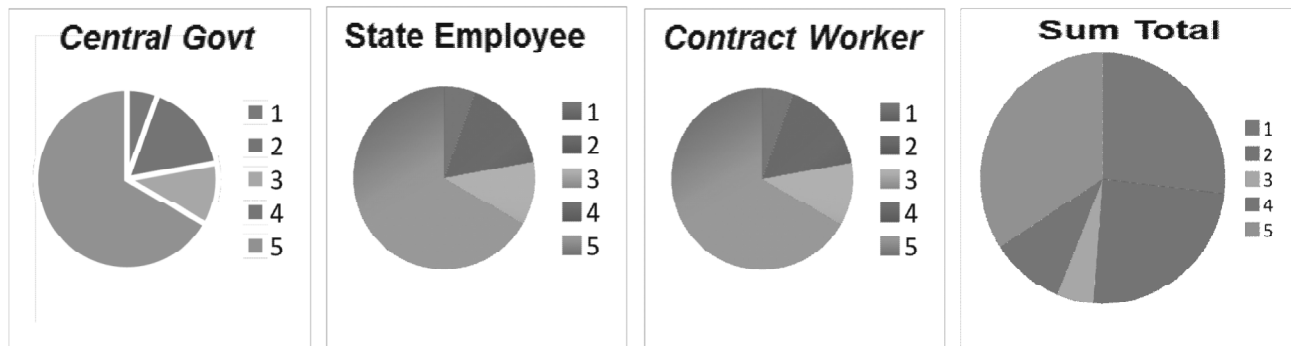


Figure 2: Response to wages

Table 4
Response to Promotion opportunities

S. No.		<i>Central Govt fire fighter</i>		<i>State Govt fire fighter</i>		<i>Contractual fire fighter</i>		<i>Total population</i>	
		N = 18	Percentage (%)	N = 12	Percentage (%)	N = 11	Percentage (%)	N = 41	Percentage (%)
1.	Strongly Disagree	1	5.55	0	0	7	63.63	8	19.5
2.	Disagree	1	5.55	2	16.66	1	9.1	4	9.75
3.	Neutral	14	77.77	3	25.00	2	18.18	19	46.34
4.	Agree	2	11.11	4	33.33	1	9.1	7	17.07
5.	Strongly Agree	0	0	3	25.00	0	0	3	7.31

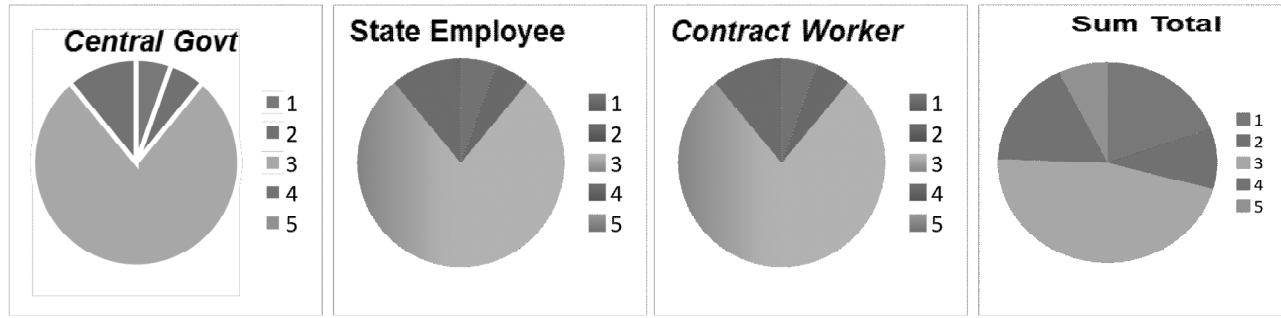


Figure 3: Response to Promotion opportunities

Discussion

Table 4 Figure 3 shows that 80% of the Central Govt Fire Fighters were neutral, 10% disagree and 10% were satisfied with promotion system. Among State Govt Fire Fighters, 60% were satisfied, 24% had neutral stand and only 16% were dissatisfied with the promotion avenues. Among Contractual Fire Fighters around 75% were dissatisfied and only 25% were satisfied with promotion avenues.

Table 5
Response to Assessment system

S. No.		Central Govt fire fighter		State Govt fire fighter		Contractual fire fighter		Total population	
		N = 18	Percentage (%)	N = 12	Percentage (%)	N = 11	Percentage (%)	N = 41	Percentage (%)
1.	Strongly Disagree	3	16.66	0	0	4	36.36	7	17.07
2.	Disagree	1	5.55	0	0	3	27.27	4	9.75
3.	Neutral	4	22.22	4	33.33	1	9.1	9	21.95
4.	Agree	10	55.55	4	33.33	3	27.27	17	41.46
5.	Strongly Agree	0	0	4	33.33	0	0	4	

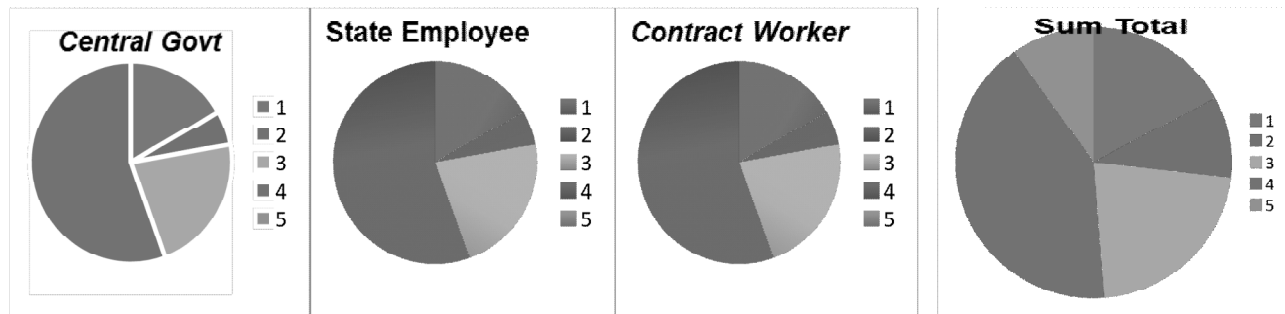


Figure 4: Response to Assessment system

Discussion

A Table 5 Figure 4 show that 55% Central Govt Fire Fighters believe in assessment system is fair and they have faith in the system. 25% were neutral and 20% believe that system is not fair. Among State Govt Fire

Firefighters 67% believe that the system is fair, 33% had a neutral stand, and nobody commented that system is unfair. Among Contractual Fire Fighters 65% felt that system is unfair, 10% had a neutral stand and only 25% felt that the system is fair.

CONCLUSION

The performance of an employee is an important part within an organization as it has direct impact on productivity and quality of work. To achieve this objective an organization should have effective motivational system in place to extract maximum work from an employee.

The diversity of human behavior required different approaches to understand the problem e.g. money is an important motivating factor but not for every individual.

This research clearly indicates that only the allure of fire service cannot motivate Fire Fighters nor will it increase their performance.

To achieve better result there has to be better and strong administrative, engineering and personal protection in place. These include adapting standards laid down by National Disaster Management Authority (NDMA).

The Fire Fighting department has to develop a nucleus of personals to help and guide the Fire Fighters through proper protocol and to provide a point of reference.

The implementation of these will reduce the cost by increasing the productivity of the Fire Fighter and also provide safe fire ground that will reduce liability for the community by minimize compensation claims.

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