UNIVERSITY FOR DEVELOPMENT STUDIES

EFFECTS OF MOTIVATION ON COMMITMENT OF EMERGENCY MEDICAL

TECHNICIANS IN NATIONAL AMBULANCE SERVICE IN WESTERN NORTH REGION

KYEREMATENG ACKAH EVANS

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EFFECTS OF MOTIVATION ON COMMITMENT OF EMERGENCY MEDICAL

TECHNICIANS IN NATIONAL AMBULANCE SERVICE IN WESTERN NORTH REGION

BY

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Requirements for the Award of Master of Philosophy Degree in Training and Development

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DECLARATION

I hereby declare that this thesis is the result of my original research and that no part of it has been

presented for another degree in this University or elsewhere.

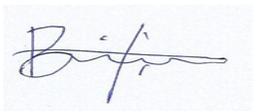Candidate's Name: **KYEREMATENG ACKAH EVANS**

Signature: Date: 3RD MARCH, 2025

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised following the

guidelines on supervision of the thesis laid down by the University for Development Studies.

Supervisor's Name: DR. BARIHAM IDDRISU

Signature:…   Date:………………………….

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ABSTRACT

The purpose of this study was to investigate the effects of motivation on commitment of Emergency Medical Technicians (EMTs) in the National Ambulance Service in Western North Region.

The study employed exploratory sequential mixed-methods design with a quantitative and qualitative approach. The sample consists of seventy-two (72) EMTs personnel in the Western North Region. A simple random sampling technique was employed to select the EMTs personnel for the study. An adapted questionnaire was used for the data collection.

The findings revealed that EMTs personnel feel motivated when certain factors are applied, with intrinsic motivators being particularly influential.

The results show that the factors contributing to high job satisfaction include a strong commitment to their role, a sense of purpose and fulfillment, and feeling that their contributions are recognized by their employer. Also, it was revealed that communication challenges arise from language differences, environmental noise, and cultural variances, which can hinder effective interactions with patients.

The study recommends the National Ambulance Service should review and adjust compensation packages, including risk allowances and overtime pay, to reflect the challenges and risks associated with the role. The National Ambulance Service should provide training in communication skills, including cultural competence and the use of translation services.

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DEDICATION

I dedicate this work to my parents, Nana Kwabena Appiah II (Akwamuhene of Sefwi Bekwai Traditional Council and Chief of Sefwi Atronsu) and Janet Agyarkowaa (Afua Mansa) whose unwavering support made this possible.

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DEFINITION OF TERMS

Terms	Meaning
NAS	National Ambulance Service
WHO	World Health Organization
EMTs	Emergency Medical Technicians
ILCOR	International Liaison Committee on Resuscitation

CHAPTER ONE

INTRODUCTION

1.0 Overview of the Study

The main purpose of this study is to investigate the effects of motivation on commitment of Emergency Medical Technicians in the National Ambulance Service in Western North Region. This chapter discussed the background of the study, the problem statement, the study's purpose, the research objectives, research questions, hypotheses and the significance of the research. It also covered the study's delimitation as well as its organization and definition of terms.

1.1 Background of the Study

The National Ambulance Service (NAS) is a critical component of the healthcare system in Ghana, responsible for providing emergency medical services to patients in need. According to the World Health Organization (WHO), emergency medical services are essential for ensuring timely and effective medical care to patients with acute illnesses or injuries (World Health Organization, 2018). The NAS plays a vital role in achieving this goal by providing pre-hospital care to patients, including emergency transportation, basic life support, and stabilization of patients before they arrive at hospitals.

EMTs are the backbone of the ambulance service, as they are the frontline workers who interact directly with patients, assess their conditions, and provide initial medical care. According to the International Liaison Committee on Resuscitation (ILCOR), EMTs are responsible for providing high-quality pre-hospital care, including cardiopulmonary resuscitation, trauma management, and medical stabilization (Dong et al., 2022). The NAS relies heavily on EMTs to deliver timely and effective medical care to patients, which is critical in reducing morbidity and mortality rates.

EMTs are the first point of contact for patients in emergency situations, and their actions can significantly impact patient outcomes. According to a study published in the Journal of Emergency Medical Services, EMTs are responsible for providing initial medical care, including patient assessment, treatment, and transportation to hospitals (Mehmoo et al., (2018). This initial care can significantly influence patient outcomes, including survival rates, quality of life, and overall health.

The job of an EMT can be extremely stressful, with high-pressure situations requiring quick decision-making and action. According to a study by Crowe et al., (2020) the EMTs experience high levels of stress and burnout due to the demands of their job. Additionally, long working hours and limited resources can exacerbate stress and burnout among EMTs. A study by Sabry et al., (2023) found that EMTs who work long hours (less than 12 hours/day) are more likely to experience burnout and decreased motivation. Furthermore, limited resources, such as equipment and personnel shortages, can also contribute to burnout and decreased motivation among EMTs

Motivation is an important factor that influences employee behavior, including commitment to work (Lencho 2020). Commitment is a critical construct in emergency medical services, as it affects the quality of patient care. Research has consistently shown that motivated employees are more likely to be committed to their work, leading to improved job performance and patient outcomes (Adetola et al., (2022). Slemp et al., (2021) also stated, that autonomy support, competence, and relatedness can enhance motivation and commitment among healthcare professionals.

On the other hand, low motivation and commitment can lead to turnover, absenteeism, and decreased job satisfaction among EMTs (Eubanks, 2022). For instance, a study by McGarry et al., (2024) found that EMTs who experienced burnout were more likely to experience turnover

intention. Similarly, McGuire et al., (2021) found that EMTs who reported low job satisfaction were more likely to experience absenteeism. Furthermore, research has shown that motivation can have a direct impact on employee behavior, including commitment to work (Setiawan et al., 2022) found that EMTs who were motivated by a sense of purpose and meaning were more likely to be committed to their work. Additionally, Thielmann et al., (2023) found that EMTs who experienced a sense of flow at work were more likely to be committed to their work.

The National Ambulance Service in Western North Region relies heavily on EMTs to deliver timely and effective medical care to patients. Therefore, this study aims to investigate the effect of motivation on commitment of Emergency Medical Technicians in the National Ambulance Service in Western North Region.

1.2 Statement of the Problem

In Ghana, a study by Boateng et al., (2021) in the Greater Accra Region found that inadequate motivational support led to high levels of dissatisfaction and frequent staff turnover among EMTs. Similarly, Osei and Kwarteng (2021) conducted a study in the Ashanti Region and revealed that insufficient recognition and limited professional growth opportunities negatively affected EMT commitment, contributing to higher absenteeism and burnout.

Jackson (2022) indicates that effective motivational strategies can enhance job satisfaction and commitment, which in turn can improve service delivery and reduce turnover rates.

However, little is known within the Western North Region of the National Ambulance Service concerning the effect of motivation on EMT commitment. Therefore, I am motivated to conduct an existential investigation to determine the effects of motivation on EMT commitment in the National Ambulance Service in the Western North Region.

1.3 Purpose of the Study

The main purpose of this study was to examine the effects of motivation on the commitment of Emergency Medical Technicians (EMTs) to the National Ambulance Service in the Western North Region.

1.4 The objectives of the Study

The objectives of the study are to:

1. Investigate key factors that influence motivation among EMTs in the National Ambulance Service in the Western North Region.

2. Investigate the extent of EMTs' job satisfaction in connection with salary and allowances, working conditions, career progression, and leaves.

3. Explore the challenges faced by the EMTs in the discharge of their duties to clients in the Western North Region.

4. Propose strategies that can be employed to enhance motivation and commitment among EMTs in the National Ambulance Service in the Western North Region.

1.5 Research Questions

The following research questions were used to guide the study:

1. What key factors influence motivation among EMTs' in the National Ambulance Service in the Western North Region?

2. What is the level of EMTs' job satisfaction in connection with salary and allowances, working conditions, career progression, and leaves?

3. What are the challenges faced by the EMTs in the discharge of their duties to clients in the Western North Region?

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4. What strategies can be employed to enhance motivation and commitment among EMTs in the National Ambulance Service in the Western North Region of Ghana?

1.6 Significance of the Study

The study's findings on the key factors influencing motivation among EMTs will inform policy decisions aimed at improving working conditions, career progression, and salary structures to enhance motivation and job satisfaction. The study's results will identify areas for improvement, enabling the development of strategies to enhance job satisfaction and commitment among EMTs, ultimately leading to better patient outcomes and reduced turnover rates. The study's insights into the challenges faced by EMTs in discharging their duties will help identify solutions to improve service delivery, enhance patient care, and reduce response times in the Western North Region. The study's findings on strategies to enhance motivation and commitment among EMTs in the National Ambulance Service will provide valuable insights for policymakers, administrators, and managers, enabling them to develop effective initiatives to improve employee motivation and commitment. The study's results can contribute to the development of regional policies and programs aimed at improving human resource management, workforce development, and employee engagement in the Western North Region, ultimately enhancing the overall performance of the National Ambulance Service.

1.7 Delimitation of the Study

The study is limited to the Western North Region of Ghana, and findings may not be generalizing to other regions or countries.

The study is limited to a specific timeframe, which may not capture all the changes and developments that may occur in the National Ambulance Service or among EMTs over time.

The study is limited to a specific population of EMTs working in the National Ambulance Service in the Western North Region, and findings may not be representative of all EMTs in Ghana or other emergency medical services.

The study is limited to secondary data sources, primary data collection methods (e.g., surveys, interviews), and data availability, which may not provide a comprehensive understanding of the research topic.

The study's findings may not be generalizable to other emergency medical services or healthcare settings due to differences in context, culture, and policies.

1.8 Definition of Key Concepts

Motivation, Commitment, Emergency Medical Technicians (EMTs), and National Ambulance Service are some of the terms used in this paper. The following is how they are operationally defined:

Motivation: Motivation refers to the internal and external factors that drive individuals to take action and persist in achieving goals. It is often categorized as intrinsic, driven by personal satisfaction or interest, and extrinsic, motivated by external rewards or pressures (Brown, 2023).

Commitment: Commitment is defined as the emotional and psychological attachment an individual has to their organization and its goals, leading to a strong intention to remain involved and dedicated to their work (Estigoy et al., 2020).

Emergency Medical Technicians (EMTs): EMTs are defined as the trained healthcare professionals working in the National Ambulance Service who respond to medical emergencies, provide pre-hospital care, and transport patients to medical facilities (Jacobson et al., 2021).

National Ambulance Service: The National Ambulance Service is the government agency that provides emergency medical services (EMS) to the general population, ensuring timely medical interventions during emergencies (Colla et al., 2023).

1.9 Organization of the Study

This study is organized into five distinct chapters. Chapter One provides a comprehensive introduction to the research, including the problem statement, research questions, objectives, and hypotheses. The chapter also outlines the significance of the study, delimitation, and its organization. Chapter Two delves into the literature review, covering both theoretical and conceptual aspects of the topic. The chapter discusses key theories and concepts related to the study's themes, providing a comprehensive understanding of the subject matter. Chapter Three details the research approach used in the study, including the research design, data analysis methods, study population, data sources, and ethical considerations. The data analysis and findings of the study are presented in Chapter Four. This chapter provides a summary of the results and discusses the implications of the findings.

Finally, Chapter Five presents a summary of the study's key findings, conclusions, and recommendations. The chapter provides a synthesis of the research's contributions and implications for future studies and practical applications.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Theoretical, conceptual and empirical review are included in this chapter**.** The theoretical framework for this study will be based on the Theory of Motivation (Maslow, 1943) and Herzberg's Two-Factor Theory (1959). The concepts of motivation on EMTS, effects of motivation on EMTs and commitment of EMTS is also covered in the conceptual framework.

Empirical review have also been reviewed on various aspects such as the concept of motivation, employee motivational factors, motivation in EMTs, effects of intrinsic motivation, effects of extrinsic motivation on performance of EMTs, organizational commitment, dimension of organizational commitment, relationships between motivation and employee commitment, factors affecting motivation and commitment among EMTs, influence of EMTs demographic characteristics on the quality of service, effects of motivation on job satisfaction, impact of motivation on employee commitment

2.1 Theoretical Framework

Motivation theories are used to explain why individuals behave in a certain way and what factors influence their behavior. In EMTs, motivation theories can be used to understand what drives EMTs to perform their duties and how their motivation can be enhanced to improve their performance.

2**.1.1 Maslow's Hierarchy of Needs**

Maslow's Hierarchy of Needs (1943) is a well-established theory that proposes that human needs are hierarchically organized, with lower-level needs (physiological, safety, and security) taking precedence over higher-level needs (love, esteem, and self-actualization).

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Figure 1: BASIC NEEDS HIERARCHY

Maslow's Hierarchy of Needs

This theory will provide insights into how organizations can create a sound working environment that supports the well-being and job satisfaction of EMT's, by highlighting the understanding of the different levels of needs and how they relate to motivation and commitment, and ultimately, by developing strategies to promote a positive work environment that supports the well-being of EMT's.

According to Maslow (1943), the lowest level of Maslow's hierarchy is the physiological needs, which include basic needs such as food, water, air, sleep, and shelter These needs are essential for human survival and are considered the foundation of human motivation (Trivedi et al., 2019).

Research has consistently shown that the fulfillment of physiological needs is necessary for motivation and commitment (Davis et al., 2023). A study by Linch et al., (2020) found that people who were deprived of basic physiological needs such as food and water were more likely to experience feelings of frustration and dissatisfaction. Similarly, a study by Prayudi et al., 2023). found that employees who were satisfied with their basic needs (e.g., fair wages, comfortable working conditions) were more likely to be motivated and committed to their work.

The fulfillment of physiological needs is essential for motivation and commitment because it provides a sense of security and stability. When employees' basic needs are met, they are able to focus on higher-level needs such as safety and esteem (Rojas et al., 2023). A study by Alam et al., (2020) found that employees who were paid a fair wage and received regular feedback were more likely to be motivated and committed to their work.

A study by Martela et al., (2019) found that employees who were satisfied with their basic needs (e.g., job security, fair treatment) reported higher levels of job satisfaction and well-being.

According to Hajiali et al., (2022), organizations that prioritize the fulfillment of employees' basic needs create a positive working environment and promote motivation and commitment. Nilsson & Nilsson (2021) stated that organizations can provide employees with fair wages, comfortable working conditions, and regular breaks to ensure that their basic needs are met.

The next level of Maslow's hierarchy is the safety needs, which include the need for security, stability, and protection from harm. A study by Shin and Hur (2021) found that employees who felt secure in their jobs (e.g., job security, fair treatment) were more likely to be motivated and committed to their work.

When employees feel secure in their jobs, they are more likely to be motivated and committed to their work (Frempong et al., 2018). Additionally, research has shown that the fulfillment of safety needs can have a positive impact on employee well-being and job satisfaction. A study by Sora et al., (2019) found that employees who felt secure in their jobs (e.g., job security, fair treatment) reported higher levels of job satisfaction and well-being.

DiPietro et al., (2020) establish that the fulfillment of safety needs can have a positive impact on employee well-being and job satisfaction.

The third level of (Maslow, 1943) hierarchy is the love and belonging needs, which include the need for social relationships, love, and belonging. Research has consistently shown that these needs are important for employee motivation and commitment. According to Haldorai et al., (2020) when employees feel a sense of belonging and connection to their colleagues, they are more likely to be motivated and committed to their work.

Crowe (2021) also found that employees who felt a sense of belonging and connection to their colleagues reported higher levels of job satisfaction and commitment. Additionally, research has shown that the fulfillment of love and belonging needs can have a positive impact on employee well-being and job satisfaction. For example, a study by Karabati et al., (2019) found that employees who had strong social relationships with their colleagues reported higher levels of job satisfaction and well-being.

The findings on love and belonging needs have important implications for organizations. Organizations should prioritize the fulfillment of employees' love and belonging needs to create a positive work environment and promote motivation and commitment Sadaf et al., (2022). A study by Kunde (2023) mention that organizations can provide opportunities for socialization and team-building activities, recognize employee contributions, and foster a sense of community to satisfy their love and belonging needs.

A study by Pathak and Srivastava (2020) has shown that the fulfillment of love and belonging needs can have a positive impact on employee well-being and job satisfaction

The fourth level of Maslow's hierarchy is the esteem needs, which include the need for self-esteem, recognition, and respect. Self-esteem is a critical aspect of esteem needs in the workplace. Research has shown that employees who have high self-esteem are more likely to be motivated and committed to their work Esteve & Schuster (2019). A study by Satuf et al., (2018) found that

employees who had high self-esteem reported higher levels of job satisfaction and commitment. Eva et al., (2019) found that recognition and feedback are key components of fulfilling esteem needs in the workplace. A study by Nguyen et al., (2021) found that employees who received regular recognition and feedback reported higher levels of job satisfaction and commitment.

Respect is another important aspect of esteem needs in the workplace. Research has shown that employees who feel respected by their colleagues and supervisors are more likely to be motivated and committed to their work (Ali & Anwar, 2021). For example, a study by Judge et al., (2020) found that employees who felt respected by their colleagues and supervisors reported higher levels of job satisfaction and commitment.

Leadership also plays a crucial role in fulfilling esteem needs in the workplace. Research has shown that leaders who provide recognition, feedback, and respect can create a positive work environment that supports the fulfillment of esteem needs (Purwanto,2020). For example, a study by Tepayakul & Rinthaisong (2018) found that leaders who provided recognition and feedback reported higher levels of job satisfaction and commitment among their employees. The findings on esteem needs have important implications for organizations. Organizations should prioritize the fulfillment of employees' esteem needs to create a positive work environment that promotes motivation, commitment, and well-being. This can be achieved by providing recognition, feedback, and respect to employees.

The highest level of Maslow's hierarchy is the self-actualization needs, which include personal growth, autonomy, and self-fulfillment. According to Maslow, self-actualization is the highest level of human needs, and it is characterized by a desire for personal growth, autonomy, and self-fulfillment.

Autonomy is a pivotal aspect of self-actualization needs and has been consistently linked to enhanced employee motivation and commitment. Emre et al., (2021) highlights that employee who experience a sense of autonomy in their roles are more likely to demonstrate higher levels of motivation and commitment. Supporting this, Taba (2018) found that granting employees autonomy leads to increased job satisfaction and commitment.

Similarly, personal growth is integral to self-actualization and significantly influences motivation and commitment. Kwon & Kim (2020) assert that opportunities for personal development foster greater employee engagement. Lambert et al., (2018) further corroborate this by showing that training and development opportunities are associated with elevated job satisfaction and commitment.

Self-fulfillment, the third dimension of self-actualization, also plays a crucial role in employee motivation and commitment. Research by Shneyder et al., (2021) indicates that a sense of self-fulfillment in one's work enhances motivation and commitment. Ampofo (2020) provide evidence that employees who perceive their work as fulfilling report greater job satisfaction and commitment.

Leadership is instrumental in meeting these self-actualization needs. Effective leaders who offer autonomy, promote personal growth, and support self-fulfillment contribute to a conducive work environment. Hajiali et al., (2022) argue that such leadership practices enhance overall job satisfaction and commitment. Chua & Ayoko (2021) found that leaders who emphasize autonomy and personal development foster higher levels of employee satisfaction and commitment.

These insights underscore the importance for organizations to prioritize the fulfillment of self-actualization needs to foster a positive work environment. By promoting autonomy, facilitating

personal growth, and supporting self-fulfillment, organizations can enhance employee motivation, commitment, and overall well-being.

2.1.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959), also known as the Motivation-Hygiene Theory, proposes that job satisfaction and motivation are influenced by two distinct sets of factors: motivators and hygiene factors (Herzberg, 1959). Motivators, such as recognition, personal growth, and challenging work, are intrinsic factors that can satisfy an individual's needs and lead to increased job satisfaction and motivation. Hygiene factors, on the other hand, include extrinsic factors such as salary, working conditions, and supervision, which are necessary to prevent dissatisfaction but do not necessarily motivate individuals.

The review will explore how job satisfaction is influenced by both motivators and hygiene factors. It will highlight the importance of intrinsic motivators in enhancing job satisfaction and motivation among EMTs. Also, it will provide a useful framework for understanding the effects of motivation on commitment among EMTs in National Ambulance Service. By recognizing the importance of motivators and hygiene factors, organizations development strategies that can enhance job satisfaction and motivation among EMTs, leading to increased commitment and improved performance.

Motivators are elements of work that lead to higher job satisfaction and intrinsic motivation. This concept has been extensively explored in nature. Ali & Anwar (2021) proposed that motivators such as achievement, recognition, and the nature of the work itself are strongly correlated with job satisfaction. Their findings were foundational in understanding that intrinsic rewards, rather than extrinsic ones, significantly impact employees' feelings towards their jobs.

Alrawahi et al., (2020) conducted a pivotal study that supported these ideas within the context of healthcare professionals. His research demonstrated that intrinsic motivation, particularly factors like personal accomplishment and recognition, was positively related to job satisfaction among nurses. This aligns with the broader argument that motivators are crucial for enhancing job satisfaction, as nurses who experienced higher levels of intrinsic motivation reported greater job satisfaction.

Autin et al., (2022), further reinforced this relationship through their study on teachers. They found that intrinsic motivation, which includes aspects such as a sense of competence and self-determination, was positively associated with job satisfaction. This study highlighted that when employees perceive their work as meaningful and fulfilling, their satisfaction levels increase significantly.

Senek et al., (2020) explored this theory further by examining the impact of working conditions and supervision on job satisfaction. Their research found that poor working conditions and inadequate supervision were significantly related to job dissatisfaction among manufacturing workers. This study underscores the notion that while hygiene factors are crucial for maintaining a baseline level of satisfaction, they do not drive positive job satisfaction on their own.

Sobaih & Hasanein (2020) also supported this view, indicating that while improving hygiene factors can prevent job dissatisfaction, it is the motivators that truly drive job satisfaction and enhance employee engagement. For instance, a study by Thant & Chang (2021) corroborated these findings by showing that factors such as recognition and opportunities for advancement were more strongly associated with job satisfaction than basic hygiene factors.

On the other hand, research has shown that hygiene factors are negatively related to job satisfaction when they are absent or inadequate (Nagpaul et al., 2022). Hygiene factors are external factors that

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provide a certain level of comfort and security, such as salary, benefits, and working conditions (Jarupathirun & Gennaro, 2018). These factors are often referred to as "threshold" or "maintenance" factors, as they are necessary for an employee's basic needs to be me.

Studies have consistently shown that inadequate hygiene factors can lead to decreased job satisfaction. For example, a study by Arian et al al., (2018) found that poor working conditions and inadequate supervision were negatively related to job satisfaction among manufacturing workers. Similarly, a study by Specchia et al., (2021) found that poor working conditions and lack of resources were negatively related to job satisfaction among healthcare workers.

Nguyen et al., (2022) has shown that employees who are dissatisfied with their hygiene factors are more likely to experience burnout and turnover. For instance, a study by Livne & Goussinsky (2018) found that employees who reported high levels of stress and low levels of autonomy and control were more likely to experience burnout.

Aburumman et al., (2020) stated that employees who received fair compensation and benefits reported higher levels of job satisfaction and commitment. A study by O'Meara et al., (2019) found that employees who perceived their pay as fair reported higher levels of job satisfaction.

The neglect of hygiene factors can lead to decreased job satisfaction and motivation. Employees need a certain level of comfort and security to feel satisfied with their jobs, and neglecting these factors can lead to negative outcomes such as burnout and turnover.

Herzberg's Two-Factor Theory suggests that motivators such as recognition, personal growth, and challenging work may be more important for increasing job satisfaction and motivation compared to hygiene factors such as salary and working conditions (Ahmed et al., 2023). Study conducted by Rivard et al., (2020) found that EMTs who reported higher levels of intrinsic motivation also reported higher levels of job satisfaction. A recent study by Erskine (2024) found that EMTs who

reported higher levels of autonomy and challenging work also reported higher levels of job satisfaction.

Furthermore, research has shown that EMTs who receive recognition and feedback from their supervisors and colleagues are more likely to experience increased job satisfaction and motivation Stefurak et al., (2020). This suggests that providing EMTs with opportunities for recognition and feedback can be an effective way to increase job satisfaction and motivation.

According to Winters (2018), EMTs who are given more autonomy and control over their work are more likely to experience increased job satisfaction and motivation. This suggests that giving EMTs more autonomy and control over their work can be an effective way to increase job satisfaction and motivation.

Moreover, research by Thielmann et al., (2023) has shown that EMTs who are given challenging work assignments and opportunities for growth and development are more likely to experience increased job satisfaction and motivation. This suggests that providing EMTs with challenging work assignments and opportunities for growth and development can be an effective way to increase job satisfaction and motivation.

Herzberg's Two-Factor Theory (1959) suggests that motivators such as recognition, personal growth, and challenging work may be more important for increasing job satisfaction and motivation among EMTs compared to hygiene factors such as salary and working conditions.

In Conclusion, the relationship between motivators, hygiene factors, and job satisfaction is complex and multifaceted. Research consistently demonstrates that motivators, such as recognition and personal growth, are positively related to job satisfaction, while hygiene factors, though essential for preventing dissatisfaction, do not necessarily enhance job satisfaction on their own.

In the context of EMTs, Herzberg's Two-Factor Theory provides a valuable lens for understanding the dynamics of job satisfaction, highlighting the critical role of intrinsic motivators.

2.2.0 Conceptual Framework

2.2.1 Concepts of Motivation on EMTS

Motivation is a critical factor in shaping the commitment and performance of Emergency Medical Technicians (EMTs) in the National Ambulance Service. Given the demanding and high-pressure nature of their job, EMTs require both intrinsic and extrinsic motivational factors to maintain their engagement and long-term dedication to the organization (Calhoon 2021). Several key motivational concepts influence how committed EMTs are to their roles, each with distinct implications for job satisfaction and organizational loyalty (Al Khrabsheh et al., 2021).

Figure 2: Conceptual framework
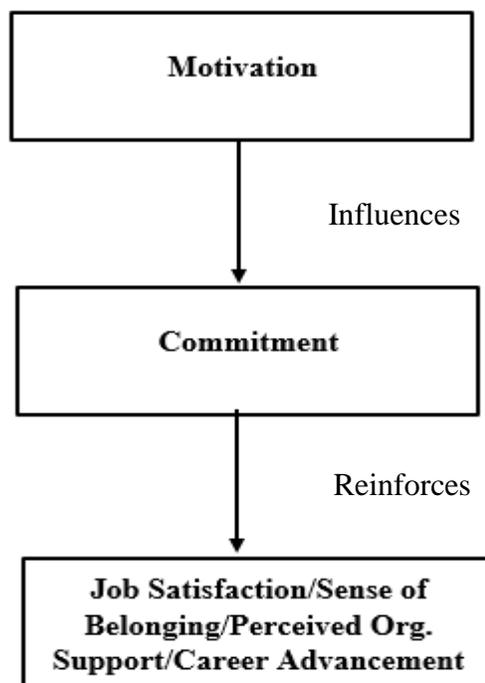
Relationship between Motivation and Commitment

Source: Author's construct

In the diagram above, motivation is the driving force that influences an EMT's commitment to their organization and role. The motivation factors (intrinsic, extrinsic, and organizational) feed into the commitment factors (job satisfaction, sense of belonging, perceived organizational support, and career advancement). The commitment factors then reinforce the motivation, creating a positive feedback loop.

Intrinsic motivation is central to EMTs' commitment, as many are driven by a deep sense of purpose and personal fulfillment derived from helping others (Winters, 2018). The desire to make a positive impact on individuals' lives through life-saving work often fuels the internal motivation of EMTs (Rakowski, 2019). According to Self-Determination Theory (Rigby et al., 2018).

when employees are driven by intrinsic motivations such as autonomy, competence, and relatedness, they are more likely to remain committed to their organization. For EMTs, the satisfaction of knowing they contribute to society in meaningful ways reinforces their internal drive and long-term commitment to their roles (Singh, 2022).

Extrinsic motivation also plays a crucial role in shaping EMTs' commitment, particularly through financial rewards and job security. Adequate pay, benefits, and promotions serve as important extrinsic motivators that reinforce employees' connection to the organization (Herzbe et al., 2021). According to Herzberg's Two-Factor Theory (1959), extrinsic factors such as salary, job security, and working conditions are essential to prevent dissatisfaction. When these external motivators are insufficient or perceived as unfair, EMTs may experience a decline in job satisfaction, ultimately impacting their commitment. However, when these motivators are well-aligned, they enhance the sense of security and fairness, strengthening loyalty to the organization (Ahmed, 2018).

According to Maslach and Leiter (2022), high job demands (e.g., emotional strain, long hours, and physical effort) must be balanced by sufficient job resources (e.g., supportive leadership, proper

equipment, and peer collaboration) to maintain motivation and prevent burnout. For EMTs, access to job resources—such as sufficient staffing, quality equipment, and management support—can significantly enhance their motivation and commitment. When these resources are lacking, the overwhelming demands of the job can erode their engagement and increase turnover rates (Russell et al., 2020).

Recognition and feedback are also essential components of motivation. EMTs often work in high-stress environments, which can lead to a sense of being underappreciated if their efforts are not regularly acknowledged. Regular feedback from supervisors and recognition of exceptional performance can serve as powerful motivators for EMTs (Vroom, 1964). The Expectancy Theory (Vroom, 1964) suggests that employees are more motivated when they expect their efforts to be recognized and rewarded. For EMTs, positive reinforcement and recognition reinforce the value of their contributions, thereby increasing their sense of belonging and commitment to the organization.

Another important motivational concept is professional growth and development. EMTs, like many healthcare professionals, value continuous learning and opportunities for advancement. Providing pathways for career development, such as advanced training programs and certifications, fulfills their need for competence and growth. According to the theory of Self-Determination (Pembi, 2019), opportunities for mastery and skill development enhance intrinsic motivation. EMTs who see clear opportunities for career progression within the organization are more likely to remain committed, as they feel their professional aspirations are being met (Dunaway, 2024).

Lastly, work-life balance is a crucial motivational factor for EMTs. Due to the irregular and often long hours associated with emergency medical services, the ability to maintain a healthy work-life

balance is a key driver of motivation. EMTs who are able to balance their personal lives with their professional responsibilities are more likely to stay motivated and committed to their organization. Research according to Latiep (2023) stated that employees with better work-life balance report higher job satisfaction and lower burnout, which leads to stronger organizational commitment Flexible scheduling, paid time off, and support for personal well-being can be effective strategies to enhance work-life balance for EMTs.

2.2.2 Effects of Motivation on EMTs

The effects of motivation on Emergency Medical Technicians (EMTs) in the National Ambulance Service are profound, shaping their job performance, commitment, and overall well-being. Given the high-stress and demanding nature of their work, motivation plays a crucial role in ensuring that EMTs remain engaged, effective, and dedicated to their roles. Several key effects of motivation on EMTs' commitment can be observed, each tied to various motivational factors that influence their work experience.

First, higher motivation leads to increased job satisfaction, which directly impacts the level of commitment EMTs feel toward their organization. According to Self-Determination Theory (Pembi, 2019), individuals who experience a sense of purpose and autonomy in their work are more likely to remain committed. For EMTs, knowing their work is making a tangible difference fuels their motivation and, consequently, strengthens their loyalty to the National Ambulance Service.

Reduced turnover and higher retention rates are another critical effect of motivation. EMTs who are motivated by extrinsic factors such as fair pay, benefits, and job security are less likely to seek employment elsewhere. Herzberg's Two-Factor Theory (1959) suggests that when extrinsic motivators, such as compensation and working conditions, meet or exceed expectations,

dissatisfaction is minimized, which reduces turnover intentions. Ensuring competitive salaries, sufficient benefits, and a safe working environment can boost commitment, as motivating employees in EMTs are more likely to remain with the organization long-term.

Motivation significantly impacts performance levels among EMTs, which in turn influences their organizational commitment. Highly motivated EMTs are more likely to perform their duties with greater focus, diligence, and care, knowing that their efforts are recognized and appreciated. The Expectancy Theory (Vroom, 1964) suggests that employees are motivated when they believe their efforts will result in valuable outcomes, such as recognition, promotions, or personal satisfaction. In the case of EMTs, this belief that their work will yield positive results increases not only their performance but also their attachment to the organization, as they see the alignment between effort and reward.

Motivation helps mitigate the negative effects of job stress and burnout, two major issues facing EMTs due to the demanding nature of their work. When EMTs are supported by motivational factors such as peer recognition, professional development opportunities, and mental health resources, they are better equipped to cope with the emotional and physical stress of the job. According to Stoffregen (2022), sufficient job resources can buffer the effects of high job demands, preventing burnout and disengagement. EMTs who feel motivated and supported are more resilient, which enhances their long-term commitment to the organization.

Finally, motivation fosters stronger team cohesion and collaboration among EMTs, further strengthening their commitment to the organization. In high-pressure environments like emergency medical services, teamwork and communication are critical for success. EMTs who are motivated not only by personal rewards but also by a sense of collective purpose tend to engage more positively with their colleagues. This shared motivation can lead to a stronger sense of

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community and belonging, which research shows is a key factor in increasing organizational commitment (Allen et al., 2021). EMTs who feel connected to their team are more likely to remain committed, as they value the relationships and collaborative environment.

2.2.3 Commitment of EMTS

The commitment of Emergency Medical Technicians (EMTs) in the National Ambulance Service is a critical factor in ensuring the delivery of high-quality emergency services, as well as the overall effectiveness and retention of personnel (Maguire et al., 2024). Commitment is strongly influenced by the levels of motivation EMTs experience, both intrinsically and extrinsically. Several key elements contribute to the nature and strength of EMTs' commitment to their organization, highlighting the crucial link between motivation and dedication (Aminizadeh et al., 2022).

Intrinsic motivation plays a vital role in shaping EMTs' affective commitment—the emotional attachment they feel toward their work and the organization (Stefurak et al., 2020). Many EMTs are driven by a deep sense of purpose, stemming from the life-saving nature of their duties and the desire to help others in critical situations (Hutchinson, 2023). This sense of personal fulfillment and mission significantly enhances their affective commitment, making them more likely to stay with the organization and put in extra effort (Aminizadeh et al., 2022). Rigby et al., (2018), also stated that, the Self-Determination Theory highlights how intrinsic motivation, when aligned with an individual's values and sense of purpose, leads to stronger organizational commitment. For EMTs, the intrinsic satisfaction of contributing to public health and safety strengthens their emotional investment in the National Ambulance Service.

Extrinsic motivators, such as compensation and job security, significantly influence EMTs' continuance commitment, or their commitment based on the perceived costs of leaving the organization (Pham, et al., 2021). EMTs who feel adequately compensated and secure in their jobs

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are more likely to remain with the organization out of necessity or rational calculation. Herzberg's Two-Factor Theory (1959) emphasizes that extrinsic factors like pay, benefits, and working conditions can prevent dissatisfaction, thereby reinforcing continuance commitment. (Martin, 2020) stated that providing competitive wages, robust benefits packages, and job stability is essential in ensuring that employees are not only motivated to stay but also less likely to seek opportunities elsewhere.

Organizational support and recognition contribute to normative commitment—the sense of obligation an EMT feels to stay with the organization (Hamidi et al., 2024). EMTs who feel valued, recognized, and supported by their organization tend to develop stronger normative commitment. The Expectancy Theory (Vroom, 1964) posits that employee are more motivated when they believe their efforts will lead to positive outcomes, such as recognition and career growth. EMTs who receive regular acknowledgment for their hard work, coupled with opportunities for professional development, often feel a sense of loyalty and responsibility to the organization. This moral commitment, grounded in feelings of obligation, increases their likelihood of remaining with the National Ambulance Service (Xue et al., 2022).

Workplace stress and burnout can weaken EMTs' commitment, especially if proper resources and support systems are lacking (Eubanks et al., 2022). A study by Leung et al. (2023), highlights how high job demands, such as long hours, exposure to trauma, and emotional strain, can lead to burnout if not balanced by sufficient resources like emotional support, peer collaboration, and adequate staffing. When EMTs face overwhelming job demands without the necessary support, their commitment may wane, as the physical and emotional toll becomes too great. Conversely, when organizations provide sufficient resources, EMTs are more likely to feel supported and motivated, which strengthens their organizational commitment.

Opportunities for career development and advancement are key factors in enhancing EMTs' commitment (Chang et al., 2018). EMTs who see clear pathways for professional growth within the organization, such as promotions or advanced certifications, are more likely to remain committed. According to the theory of Self-Determination (Rigby et al., 2018), the opportunity to develop competence and achieve mastery in one's role enhances intrinsic motivation. EMTs who can pursue career advancement within the National Ambulance Service feel more engaged and connected to the organization, as it supports both their personal and professional goals. This sense of progression contributes to stronger long-term commitment, as employees are less likely to leave when they see opportunities for growth.

In conclusion, the commitment of EMTs in the National Ambulance Service is influenced by a variety of factors, including intrinsic motivation, extrinsic rewards, organizational support, stress management, and career development opportunities. According to Kukla et al., (2024) addressing these factors and fostering a supportive and motivating work environment, organizations can significantly enhance EMTs' dedication and loyalty, ensuring higher retention rates and better performance outcomes

2.3 EMPIRICAL REVIEW

2.3. 0. Introductions

Emergency Medical Technicians (EMT's) play a crucial role in the National Ambulance Service, providing timely and effective medical care to patients in emergency situations. High commitment among EMT's is essential to ensure efficient and quality service delivery. Motivation has been recognized as a key factor influencing commitment among healthcare professionals, including EMT's. This review aims to investigate the effects of motivation on commitment of EMT's in National Ambulance Service within the Western North Region.

2. 3.1. The Concept of Motivation

The concept of motivation is a multifaceted and widely studied topic in various academic disciplines, including psychology, sociology, and management. According to Dörnyei et al., (2021) the Latin word "move" is the sole foundation of the term "motivation". This definition suggests that motivation refers to the internal or external factors that drive an individual's behavior or actions.

In organizational behavior, motivation is often described as a complex interaction of various elements that influence an individual's choice to participate and remain in a work or organization (Heckhausen et al., 2018). This perspective emphasizes the dynamic and multifaceted nature of motivation, which is shaped by a combination of personal, social, and environmental factors.

More recent definitions of motivation have also emphasized its cognitive and process-oriented aspects. For instance, Schunk et al., (2020) define motivation as the cognitive process that influences an individual's level of effort, direction, and duration in achieving a specific objective. This definition highlights the role of motivation in energizing, focusing, and sustaining an individual's efforts towards achieving a goal.

In addition to its cognitive aspects, motivation is also closely linked to employee well-being and job satisfaction. Research has shown that motivated employees are more likely to experience job satisfaction and organizational commitment (Sugiarti, 2022) define motivation as a strong desire to achieve organizational goals based on the chance to meet personal demands.

In Emergency Medical Technicians (EMTs), motivation plays a critical role in their professional commitment and performance. According to Filgona et al., (2020) motivation is the internal process that initiates, sustains, and directs behavior towards achieving specific goals. EMTs' motivation is influenced by both intrinsic factors, such as a sense of fulfillment from helping others

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(Filgona et al., (2020), and extrinsic factors, including recognition and rewards. The interplay between these motivational factors has a significant impact on EMTs' commitment to their profession and organization. For instance, a study by Thielmann et al., (2023) found that EMTs who receive recognition and rewards for their work are more likely to experience high levels of job satisfaction and commitment. Similarly, Eubanks (2022) found that EMTs who are motivated by a sense of fulfillment from helping others are more likely to experience high levels of job satisfaction and organizational commitment.

Overall, the concept of motivation is complex and multifaceted, influenced by a range of internal and external factors. Understanding the nature of motivation is essential for organizational leaders and managers seeking to promote employee well-being, job satisfaction, and organizational commitment.

2.3.2 Factors that Influence Motivation among EMTS

Employee motivation is a significant factor influencing the commitment of Emergency Medical Technicians (EMTs) in the National Ambulance Service. Motivation, encompassing both intrinsic and extrinsic factors, has been shown to significantly impact EMTs' job satisfaction, performance, and overall commitment to their roles. Intrinsic motivation, driven by factors such as personal achievement, recognition, and a sense of purpose, plays a crucial role in sustaining EMTs' commitment. A study by Ericsson et al., (2022) highlights that EMTs who find personal fulfillment and meaning in their work demonstrate higher levels of engagement and dedication. This intrinsic drive is often linked to the nature of emergency medical work, which inherently involves high-stress situations and the need for a deep commitment to patient care.

Extrinsic motivational factors, including salary, benefits, job security, and working conditions, also significantly affect EMTs' commitment. Studies by Mack (2019) indicates that competitive

remuneration and adequate benefits contribute to higher job satisfaction among EMTs, which in turn fosters greater commitment. Additionally, job security is a major extrinsic motivator; EMTs who perceive their roles as stable and secure are more likely to exhibit higher levels of organizational commitment (Winters (2018). Moreover, the work environment and support systems play a pivotal role in shaping EMTs' motivation and commitment. Research by Ngure (2018) underscores the importance of supportive management and access to adequate resources as key factors influencing EMTs' job satisfaction and retention. A positive work environment, characterized by effective communication, professional development opportunities, and a collaborative culture, enhances motivation and commitment among EMTs.

The interaction between intrinsic and extrinsic factors in motivating EMTs is complex and multifaceted. As highlighted by recent empirical findings, a balanced approach that addresses both intrinsic and extrinsic needs is essential for fostering long-term commitment. For example, Asaari, et al., (2019) emphasize that while competitive compensation is important, it must be complemented by opportunities for professional growth and recognition of personal achievements to maintain high levels of commitment.

In summary, the effects of motivation on the commitment of EMTs in the National Ambulance Service are influenced by a combination of intrinsic factors, such as job satisfaction and personal fulfillment, and extrinsic factors, including salary, benefits, and job security. The interplay of these factors highlights the necessity for a comprehensive motivational strategy that addresses both the personal and professional needs of EMTs to ensure sustained commitment and optimal performance in emergency medical services.

2.3.3 Motivation in EMTs

Motivation has been identified as an important factor in determining the commitment of Emergency Medical Technicians (EMTs) in the National Ambulance Service. Studies have consistently shown that motivated EMTs are more likely to be committed to their job and organization, resulting in improved job performance and patient outcomes (Stefurak et al., 2020). For instance, a study conducted by Aras et al., (2024) found that EMTs who reported higher levels of motivation were more likely to stay with their organization longer and exhibit greater job satisfaction. Similarly, Stefurak et al., (2020) found that motivation was positively correlated with commitment among EMTs, suggesting that when EMTs are motivated, they are more likely to feel committed to their organization and role.

In particular, intrinsic motivation, which is driven by personal interests and values, has been found to be a strong predictor of commitment among EMTs (Ojo et al., 2022). EMTs who are motivated by a sense of purpose and fulfillment are more likely to feel committed to their role and organization, even in the face of challenging work conditions (Ojo et al., 2022). In contrast, extrinsic motivation, which is driven by external rewards or pressures, has been found to have a negative impact on commitment among EMTs (Eubanks, 2022). When EMTs are motivated by external factors, such as bonuses or promotions, they may be less likely to feel committed to their organization and role.

According to Taylor (2024), EMTs who have autonomy over their work and receive regular feedback from supervisors and colleagues are more likely to feel motivated and committed to their job and organization. Additionally, the availability of resources and support from organizations has been found to be an important factor in motivating EMTs (Kubheka & Tshiyoyo, 2018). When

organizations provide adequate resources and support, EMTs are more likely to feel motivated and committed to their role.

Moreover, research has also shown that emotional intelligence is an important factor in motivating EMTs. EMTs who possess high levels of emotional intelligence are better equipped to manage stress and conflict, which can contribute to feelings of motivation and commitment (Ponndee (2024). Additionally, a study by Magny, (2022) indicated that training programs that focus on emotional intelligence have been shown to improve motivation and job satisfaction among EMTs. Organizational culture has also been found to play a significant role in motivating EMTs. Organizations that promote a positive and supportive culture are more likely to motivate EMTs and increase their commitment to the organization (Al Khrabsheh et al., 2021). Finally, research has also shown that recognition and reward systems can also play a significant role in motivating EMTs. When EMTs receive recognition and rewards for their work, they are more likely to feel motivated and committed to their job and organization (Margahana et al., 2018).

Overall, the findings suggest that motivation is a critical factor in determining the commitment of EMTs in the National Ambulance Service. Intrinsic motivation, autonomy, feedback, resources, emotional intelligence, organizational culture, recognition and reward systems are all important factors that can influence motivation and commitment among EMTs. Therefore, organizations should prioritize these factors when designing strategies to improve motivation and commitment among EMTs.

2.3.4 Effects of Intrinsic Motivation

Several studies have focused significantly on the effect of intrinsic motivation on the commitment of Emergency Medical Technicians (EMTs) in National Ambulance Services.

Intrinsic motivation, characterized by engagement in tasks for their inherent satisfaction rather than external rewards, plays a crucial role in enhancing commitment levels among EMTs. This review synthesizes findings from various studies to elucidate how intrinsic motivation influences EMT commitment and its broader implications for emergency medical services.

Qomariah et al., (2022) stated that intrinsic motivation significantly impacts EMTs' commitment to their roles. According to a study by Rheinberg & Engeser (2018). individuals who experience higher levels of intrinsic motivation tend to demonstrate greater commitment to their work. This is particularly relevant for EMTs, whose job demands often require sustained effort and resilience. In the high-pressure environment of emergency medical services, intrinsic motivation contributes to a sense of purpose and fulfillment, which enhances job commitment (Villeneuve et al., 2020).

One of the key mechanisms through which intrinsic motivation affects commitment is through the development of a strong personal connection to the work. EMTs who are intrinsically motivated often report feeling a deep sense of responsibility and dedication to their roles, which translates into higher levels of job commitment (Crowe, 2018). This intrinsic drive is linked to personal values and a passion for helping others, which aligns with the core mission of emergency medical services.

Additionally, intrinsic motivation has been shown to improve job satisfaction, which indirectly affects commitment. For instance, research by Gheitani et al., (2019) highlights that job satisfaction mediates the relationship between intrinsic motivation and organizational commitment. EMTs who find their work inherently rewarding are more likely to feel satisfied with their jobs, leading to increased commitment and reduced turnover rates.

Furthermore, intrinsic motivation fosters resilience and persistence, essential traits for EMTs facing the stresses of their demanding roles. A study by Kim & Beehr (2018) found that employees

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who are intrinsically motivated exhibit greater engagement and are more likely to persist through challenging situations. For EMTs, this means they are better equipped to handle the emotional and physical strains of their work, contributing to sustained commitment to their roles.

The organizational implications of intrinsic motivation for EMTs are significant. Organizations that foster an environment supporting intrinsic motivation—such as through providing meaningful work, opportunities for personal growth, and autonomy—can enhance EMT commitment and performance. Research by Kim & Beehr (2018) underscores the importance of creating work environments that support intrinsic motivation to maximize employee engagement and organizational outcomes.

In summary, intrinsic motivation is a critical factor influencing the commitment of EMTs in National Ambulance Services. Studies consistently show that when EMTs are motivated by intrinsic factors such as a sense of purpose and personal fulfillment, their commitment to their roles increases, leading to improved job satisfaction and performance. Organizations that prioritize fostering intrinsic motivation can enhance EMT commitment and contribute to more effective emergency medical services.

2.3.5 Effects of Extrinsic Motivation on Performance of EMTs

Extrinsic motivation plays a significant role in the performance of Emergency Medical Technicians (EMTs) in the National Ambulance Service. Research has consistently shown that EMTs who are motivated by external factors such as rewards, recognition, and benefits tend to perform better than those who are motivated by internal factors such as personal satisfaction and fulfillment (Kang'ethe, 2023).

Margahana et al., (2018) ascertain that EMTs who are motivated by extrinsic factors tend to have higher levels of job satisfaction and commitment. This is because extrinsic motivators can provide

a sense of security and stability, which can be particularly important for EMTs who work in high-stress environments. For example, a study conducted by Pratiwi et al., (2024) found that EMTs who received bonuses for meeting performance targets reported higher levels of job satisfaction and commitment than those who did not receive bonuses.

Another important finding is that extrinsic motivation can also have a positive impact on EMTs' attitudes towards their work. According to Allum (2023) EMTs who are motivated by extrinsic factors tend to have more positive attitudes towards their work, including increased job engagement and reduced burnout. A study conducted by Stachowski (2021) found that EMTs who were motivated by extrinsic factors reported higher levels of job engagement and lower levels of burnout than those who were motivated by internal factors.

According to Peterson (2019) EMTs who are motivated by extrinsic factors tend to have better patient outcomes, including reduced mortality rates and improved quality of care. Wilson et al., (2021) stated that EMTs who received feedback on their performance and received incentives for meeting performance targets had better patient outcomes than those who did not receive feedback or incentives.

Extrinsic motivation can also have a positive impact on EMTs' retention and turnover rates. According to Altintas et al., (2018) EMTs who are motivated by extrinsic factors tend to be more likely to stay in their jobs and less likely to leave the organization. Winters (2018) also concluded that EMTs who were motivated by extrinsic factors reported higher levels of job satisfaction and commitment, and were less likely to leave the organization than those who were motivated by internal factors.

Overall, the empirical evidence suggests that extrinsic motivation plays a significant role in the performance of EMTs in the National Ambulance Service. The findings suggest that EMTs who

are motivated by external factors such as rewards, recognition, and benefits tend to perform better than those who are motivated by internal factors such as personal satisfaction and fulfillment. The results also suggest that extrinsic motivation can have a positive impact on EMTs' attitudes towards their work, performance outcomes, retention and turnover rates

2.3.6 Organizational Commitment

The relationship between organizational commitment and performance among Emergency Medical Technicians (EMTs) is a crucial area of study, particularly in understanding how motivation influences this commitment. Several reveals that motivation significantly impacts organizational commitment, which in turn affects the performance of EMTs.

Firstly, studies indicate that motivational factors such as intrinsic rewards and job satisfaction are strongly linked to organizational commitment among EMTs. According to Suokonautio et al., (2024), intrinsic motivation, including a sense of purpose and personal fulfillment, plays a critical role in enhancing EMTs' commitment to their roles. EMTs who find their work meaningful and aligned with their personal values are more likely to exhibit higher levels of commitment, which positively influences their performance in emergency situations (Suokonautio et al., 2024), Secondly, the provision of extrinsic rewards, such as competitive salaries and benefits, has been shown to impact EMTs' organizational commitment. Research by Smith and Smith (2016) demonstrates that financial incentives and other forms of extrinsic motivation can lead to increased job satisfaction and organizational loyalty among EMTs. This increase in commitment subsequently enhances their performance, as motivated EMTs are more likely to go above and beyond in their duties (Kubheka et al., 2018).

Again, organizational support, including professional development opportunities and recognition programs, significantly affects EMTs' commitment levels. A study by Johnson et al. (2019)

highlights that EMTs who perceive high levels of support from their organization are more committed to their roles. This support includes providing training and career advancement opportunities, which not only boost motivation but also contribute to improved job performance and better patient care (Johnson et al., 2019).

Moreover, the role of leadership in fostering motivation and commitment cannot be overstated. Research by Carter & Doverspike (2020) shows that transformational leadership styles, characterized by inspiration and encouragement, lead to higher levels of organizational commitment among EMTs. Leaders who actively engage and support their teams contribute to a motivated workforce, which enhances overall performance and job satisfaction (Carter & Doverspike, 2020).

Lastly, the impact of work-life balance on motivation and organizational commitment is an important consideration. According to Lee & Lee (2022), EMTs who experience a healthy balance between their professional and personal lives tend to show greater commitment to their organization. This balance reduces burnout and stress, leading to increased motivation and better performance in their emergency response roles (Lee & Lee, 2022).

2.3.7 Dimension of Organizational Commitment

Organisational commitment significantly influences the effectiveness of Emergency Medical Technicians (EMTs), particularly in high-pressure settings such as the National Ambulance Service.

It refers to an employee's psychological attachment to the organization, which in turn influences their willingness to engage in behaviors that support organizational goals. Motivation is a key factor that affects this commitment, as it drives employees' passion, effort, and adherence to the values and objectives of their organization.

According to Hadi & Tentama (2020) organizational commitment is comprised of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to the emotional attachment and identification with the organization, while continuance commitment refers to the perceived costs and benefits of staying with the organization, and normative commitment refers to the feeling of obligation to stay with the organization.

EMTs are often driven by a sense of personal accomplishment and purpose in saving lives, which increases their attachment to the organization. When EMTs find meaning in their work, they are more likely to develop affective commitment, where they genuinely want to remain part of the organization due to emotional attachment rather than external rewards. This emotional investment in the organization encourages higher performance, as EMTs are willing to go beyond the required duties to improve patient outcomes (Moring, 2023).

Again, the role of extrinsic motivators such as financial rewards, promotions, and recognition is crucial in reinforcing normative and continuance commitment. EMTs in the National Ambulance Service, when adequately compensated and recognized for their efforts, tend to stay committed to the organization out of a sense of obligation (normative commitment) or because they perceive the costs of leaving to be high (continuance commitment). Extrinsic rewards provide tangible evidence that the organization values the EMTs' contribution, which fosters a reciprocal commitment, enhancing job satisfaction and retention (Christle, 2019).

Moreover, supportive leadership and a positive organizational culture significantly contribute to the motivation and commitment of EMTs. Leaders who offer consistent support, clear communication, and feedback create an environment that nurtures both motivation and commitment. When EMTs feel supported by their superiors and trust the organizational

framework, they are more likely to feel loyal to the organization, enhancing their job performance. This is critical in emergency medical services, where job stress is high, and EMTs must rely on organizational structures to succeed in their roles (Nayeri et al., 2021).

Also, opportunities for professional growth and development act as powerful motivators that strengthen organizational commitment. EMTs who perceive that the organization is investing in their skill development are more likely to stay committed. This investment can include training opportunities, career progression, and the potential to take on more specialized roles within the service. When EMTs feel that their career aspirations align with the organization's long-term goals, their continuance commitment strengthens, reducing turnover and improving overall performance (Beaudoin, 2021).

Lastly, work-life balance and job security also play significant roles in fostering motivation and commitment. EMTs in the National Ambulance Service often face long hours, unpredictable shifts, and high-stress situations, which can lead to burnout. Organizations that prioritize the well-being of their EMTs by offering flexible schedules, mental health support, and job security motivate them to remain loyal and committed. When EMTs feel that the organization is mindful of their personal and professional needs, their job satisfaction improves, leading to enhanced performance and lower absenteeism rates (Lawn et al., 2020).

2.3.8 Relationships between Motivation and Employee Commitment

The relationship between motivation and commitment among EMTs is well-established in the literature. Previous studies have delved extensively into the complex relationship between motivation and commitment among employees across various industries.

Rigby et al., (2018) found a direct correlation between worker engagement and motivation, suggesting that employers who successfully use motivation can achieve higher or longer-term

employee commitment to the organization. Subsequently, Srikanth et al., (2022) conducted a longitudinal study investigating the impact of motivation on commitment among healthcare professionals, including Emergency Medical Technicians (EMTs). Their research revealed a positive correlation between motivation and commitment, with higher levels of motivation predicting greater commitment to the profession over time.

In the study by Quratulain et al., (2018), it was uncovered that workers significantly influence organizational performance, particularly affective, normative, and continuance commitments. Their findings emphasized that employee motivation has the highest impact on affective commitments within regulated organizational enterprises. Additionally, the study demonstrated that organizational affective commitment increases with employee motivation and decreases if employee motivation wanes. Strong affective commitments among employees reduce physical stress related to work, which boosts psychological drive (Bouraoui et al., 2019).

Patterson et al. (2018) conducted a qualitative exploration of committed EMTs' experiences and perceptions of motivation, highlighting intrinsic rewards, such as the satisfaction derived from helping others, as key drivers of commitment. Following this, Deakin and Wakefield (2019) examined the link between intrinsic and extrinsic motivation and commitment among healthcare employees. According to their research, people who were more intrinsically motivated showed greater dedication to their jobs and organizations than people who were predominantly motivated by external causes.

Ryan and Deci (2019) conducted a meta-analysis synthesizing finding across various occupational settings, confirming a robust positive association between motivation and commitment. This underscores the universal relevance of the relationship between the two variables. Finally, Kim et al., (2020) investigated the influence of intrinsic and extrinsic motivators on commitment among

healthcare professionals, including EMTs. They concluded that while both types of motivators contributed to commitment, intrinsic motivators were more strongly associated with sustained commitment over time.

Understanding the relationship between motivation and commitment among Emergency Medical Technicians (EMTs) is essential for fostering organizational effectiveness and ensuring high-quality patient care within the National Ambulance Service.

2.3.9 Factors Affecting Motivation and Commitment among EMTs.

Motivation and commitment among Emergency Medical Technicians (EMTs) are influenced by a myriad of factors, including intrinsic motivators, extrinsic motivators, organizational factors, and personal factors. Understanding these factors is crucial for identifying strategies to enhance EMTs' engagement, satisfaction, and retention within the profession.

Intrinsic Motivators

Intrinsic motivators originate from an individual's internal desires, values, and sense of fulfillment derived directly from the nature of the work itself. They are primarily concerned with the quality of one's professional life and are often associated with deeper and more enduring effects. A research by Tsarenko et al., (2018) underscore that involving employees in decisions affecting them not only boosts their personal commitment but also encourages them to advocate for those decisions. Additionally, various researchers have highlighted different aspects of intrinsic motivation and its positive impact. Generally, it is observed that intrinsic motivation flourishes in more autonomous work environments and leads to favorable attitudinal and behavioral outcomes (Kohnen et al., 2023).

For Emergency Medical Technicians (EMTs), intrinsically motivated personnel are characterized by a desire for substantial freedom to make decisions, express creativity, seek advancement opportunities, and receive recognition for their work. External rewards such as food good condition of service, money, or praise are not the primary drivers for their engagement in emergency medical activities. Instead, intrinsic motives are fulfilled by the work itself, offering stimulation, challenges, and opportunities for personal growth and achievement within the service. Al Deir et al., (2018) emphasize that intrinsic motivators among EMTs may include a genuine passion for helping others, the satisfaction of making a difference in people's lives, and the chance for personal and professional development.

EMTs who derive intrinsic satisfaction from their work are more inclined to exhibit heightened levels of motivation and commitment. This is because they find meaning and fulfillment in their roles beyond external rewards. By aligning their work with their internal values and aspirations, these individuals are driven by a sense of purpose and personal fulfillment, contributing to their dedication and engagement within the profession.

Extrinsic Motivators

Extrinsic motivators encompass external factors such as monetary rewards, security, recognition, and opportunities for career advancement. While these factors may not directly align with the inherent nature of the job, they hold significant way over the motivation and commitment levels of Emergency Medical Technicians (EMTs) (Ruiz, 2020). Competitive salaries, performance-based incentives, and public acknowledgment of EMTs' contributions serve as potent motivators, reinforcing their dedication to the profession and instilling a sense of appreciation for their efforts.

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According to Seyda (2020), extrinsic motivation revolves around tangible rewards. For EMTs, whose motivation is primarily derived from external sources, the enjoyment of their activities may not be the driving force. Rather, they are incentivized by other factors such as compensation, opportunities for promotion, praise, or the avoidance of adverse consequences. Extrinsic motivators are essential for attracting and retaining individuals within the organization, as they are often employed to encourage employees to meet higher standards or achieve new goals.

According to Prasetio et al., (2019) employees may experience job dissatisfaction if they have unmet expectations related to external issues like compensation, pay, or working conditions. While extrinsic motivators can elicit immediate and effective responses, Prasetio et al., (2019) further delineates extrinsic motivation factors, including institutional policies, supervisory efficiency, and administrative practices, which impact job satisfaction.

In contrast to extrinsic motivation, which is contingent on external rewards, intrinsic motivation is rooted in the personal cravings and aspirations of EMTs. Their intrinsic motivation is driven by a genuine desire to fulfill their roles and make a meaningful impact. Prasetio et al., (2019) stated that when faced with a situation where individuals require paramedic services following an accident, EMTs are intrinsically motivated to provide the best possible care, driven by their inherent passion for helping others. However, with extrinsic motivation, EMTs may be incentivized to perform their duties solely based on the prospect of receiving high pay or rewards.

Organizational Factors

Organizational factors exert a significant influence on the motivation and commitment levels of Emergency Medical Technicians (EMTs), ultimately shaping their engagement and satisfaction within the profession. Effective leadership, supportive work culture, and opportunities for

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professional growth emerge as critical components in fostering a conducive organizational environment (Mourão, 2018). He argues that these factors are pivotal in nurturing job satisfaction and commitment among EMTs.

Clear communication channels within the organization serve as a cornerstone for fostering understanding and cohesion among team members. When communication is transparent and consistent, EMTs feel valued and included in decision-making processes, thus enhancing their sense of belonging and loyalty to the organization (Seals, 2023). This sentiment is echoed by Cummings and his team, whose research indicates that inclusive decision-making processes contribute to higher levels of commitment and retention among EMTs.

Moreover, the availability of adequate resources within the organization is paramount for ensuring EMTs can perform their duties effectively and efficiently. Resources encompass not only tangible assets such as medical equipment but also intangible elements like access to training and development opportunities. Organizations that invest in providing EMTs with the necessary tools and support systems demonstrate a commitment to their well-being and professional growth (Seals, 2023). In addition to communication and resource allocation, the organizational culture plays a pivotal role in shaping EMTs' motivation and commitment. A supportive work culture, characterized by mutual respect, teamwork, and recognition of achievements, fosters a positive work environment where EMTs feel valued and appreciated (Taylor, 2024). Such cultures empower EMTs to perform at their best and contribute to the collective goals of the organization.

Furthermore, opportunities for professional development are instrumental in nurturing EMTs' commitment to their profession and organization. Organizations that prioritize employee well-being and offer avenues for continuous learning and career advancement demonstrate a vested interest in the growth and success of their workforce (Tamers et al., 2020). According to

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Cummings and colleagues, EMTs are more likely to remain motivated and committed when they perceive their organization as invested in their personal and professional development.

Personal Factors

Personal factors exert a significant influence on the motivation and commitment levels of Emergency Medical Technicians (EMTs), shaping their ability to thrive in demanding and unpredictable environments. According to Haruna et al., (2024) individual values, personality traits, and work-life balance play pivotal roles in determining EMTs' dedication to their profession. Firstly, EMTs who possess resilience, empathy, and a strong sense of purpose are better equipped to navigate the challenges inherent in their line of work (Haruna et al., 2024). Resilience enables EMTs to bounce back from difficult situations and maintain their focus and effectiveness in high-pressure scenarios. Empathy allows them to connect with patients on a deeper level, enhancing their sense of fulfillment and satisfaction in providing care. Additionally, a strong sense of purpose provides EMTs with a clear motivation and drive to make a difference in the lives of those they serve, sustaining their commitment to the profession even in the face of adversity.

Moreover, in order to keep their motivation high and avoid burnout, EMTs must maintain a healthy work-life balance. The mental and emotional health of EMTs can be negatively impacted by long shifts, rigorous schedules, and exposure to horrific occurrences. Therefore, it is crucial for EMTs to prioritize self-care and allocate time for activities outside of work that rejuvenate and replenish their energy (Haruna et al., 2024). By addressing personal stressors and nurturing their overall well-being, EMTs can safeguard their long-term commitment to the profession and continue to deliver high-quality care to those in need.

2.3.10 Influence of EMTs Demographic Characteristics on the Quality of Service

The provision of high-quality emergency medical services (EMS) is essential in ensuring timely and effective patient care. Emergency Medical Technicians (EMTs) play a vital role in the delivery of these services, and their motivation and commitment are critical factors in determining the quality of care they provide. A review of the literature suggests that EMTs' demographic characteristics, such as age, gender, education, and work experience, have a significant impact on their motivation and commitment to their work.

Research has shown that EMTs' age is a significant predictor of their motivation and commitment to their work. A study conducted by Fitzsimmons, (2021) found that younger EMTs (ages 25-34) reported higher levels of motivation and commitment compared to older EMTs (ages 55-64). This may be due to the fact that younger EMTs are more likely to be in the early stages of their career and are more motivated by the challenges and opportunities associated with their job.

Furthermore, research has also found that gender is an important demographic characteristic that influences EMTs' motivation and commitment. A study conducted by Folwell and Kauer (2018) found that female EMTs reported higher levels of motivation and commitment compared to male EMTs. This may be due to the fact that women are more likely to be attracted to careers in healthcare and EMS because of their nurturing and caregiving nature.

Education is also an important demographic characteristic that influences EMTs' motivation and commitment. Studies stated that EMTs who have completed higher levels of education report higher levels of motivation and commitment to their work. For example, a study conducted by Jensen (2020) found that EMTs who held a bachelor's degree or higher reported higher levels of motivation and commitment compared to those who held an associate's degree or lower.

Work experience is another important demographic characteristic that influences EMTs' motivation and commitment. Research reveals that EMTs with longer work experience report higher levels of motivation and commitment to their work. For instance, a study conducted by Sporer, (2021) found that EMTs with more than 10 years of work experience reported higher levels of motivation and commitment compared to those with less than 5 years of experience.

Research has also found that cultural diversity can influence EMTs' motivation and commitment to their work. A study conducted by Ericsson et al., (2022) found that culturally diverse EMTs reported higher levels of motivation and commitment compared to those who were not culturally diverse. This may be due to the fact that culturally diverse EMTs are more likely to bring unique perspectives and experiences to their work, which can enhance their motivation and commitment. Overall, the results of this review suggest that EMTs' demographic characteristics, such as age, gender, education, work experience, and cultural diversity, have a significant impact on their motivation and commitment to their work.

2.3.11 Effects of Motivation (salary and allowances, working conditions, career progression, and leaves) on job satisfaction

The relationship between job satisfaction and motivation greatly influences the commitment of the National Ambulance Service's Emergency Medical Technicians (EMTs). According to Silva et al., (2023) Job satisfaction is defined as the degree to which employees feel content and fulfilled in their roles, directly impacts organizational commitment, while motivation acts as the driving force behind this satisfaction. EMTs face highly demanding environments, and their commitment to the organization is influenced by the extent to which they feel motivated and satisfied with their work. One of the key effects of motivation on job satisfaction is the influence of intrinsic motivation. EMTs often derive satisfaction from the nature of their work itself—helping patients and making

a tangible difference in people's lives. This intrinsic motivation fosters a sense of personal fulfillment, which translates into higher job satisfaction (Ilies et al., 2018). When EMTs feel that their work is meaningful, they are more likely to be committed to the organization, as their internal drive aligns with their professional goals. Studies have shown that intrinsic motivation, such as a sense of accomplishment and purpose, is strongly correlated with job satisfaction, leading to higher retention and commitment in healthcare settings (Kitsios & Kamariotou (2021).

Extrinsic motivators, such as fair compensation, job security, and recognition, also significantly affect job satisfaction among EMTs. EMTs who feel adequately compensated for their demanding and often high-risk work tend to exhibit higher job satisfaction, which, in turn, reinforces their organizational commitment. Similarly, recognition from supervisors and peers for a job well done boosts morale and reinforces the belief that their contributions are valued. These extrinsic motivators provide a foundation for satisfaction by fulfilling EMTs' basic needs for security and acknowledgment, leading to enhanced loyalty and dedication to the organization (Al Khrabsheh et al., 2021).

Additionally, opportunities for career development and progression act as powerful motivational tools that positively impact job satisfaction. EMTs who perceive the National Ambulance Service as offering opportunities for growth and advancement are more likely to experience job satisfaction, as they see potential for personal and professional development. The provision of continuous education, specialized training, and pathways for promotion motivates EMTs to remain committed to the organization, as it aligns with their long-term career aspirations. This professional development fosters a sense of belonging and investment in the organization, which enhances both satisfaction and commitment (Okolie et al., 2021).

Work environment and leadership also play crucial roles in linking motivation to job satisfaction. According to Walsh (2019), a supportive work environment, where EMTs feel respected, trusted, and equipped to perform their duties, is essential for maintaining high levels of motivation and satisfaction. Leadership that fosters open communication, provides necessary resources, and supports work-life balance directly influences EMTs' satisfaction levels. EMTs who feel supported and valued by their leaders are more likely to experience job satisfaction, leading to greater commitment and reduced turnover rates (Stefurak et al., 2020). In the high-stress context of emergency medical services, a positive organizational climate and effective leadership can buffer the negative impacts of job stress and enhance job satisfaction, thus strengthening commitment.

2.3.12 Impact of Motivation on Employee Commitment

The impact of motivation on employee commitment has been widely studied across various sectors, and Emergency Medical Technicians (EMTs) in the National Ambulance Service present a unique case. EMTs operate in high-pressure environments where their commitment is crucial to ensuring the effectiveness of emergency responses. Kitsios et al., (2021) stated that motivational factors play a pivotal role in determining how committed these healthcare professionals are to their job and the organization.

One key aspect of motivation influencing EMTs' commitment is intrinsic motivation. EMTs are often driven by a strong sense of purpose and personal fulfillment, which stems from the knowledge that their work directly saves lives and improves public health. When EMTs perceive their work as meaningful and impactful, their internal drive is significantly bolstered, leading to higher levels of commitment. The finding of Benevene et al., (2018) has shown that healthcare professionals who feel aligned with the mission of their work are more likely to display strong organizational loyalty and long-term dedication to their roles.

Extrinsic motivation, such as financial rewards, job security, and opportunities for career advancement, plays an essential role in commitment (Nguyen et al., 2021). In the case of EMTs, competitive wages, clear career progression paths, and access to continued training or certifications are critical. When EMTs feel that their contributions are appropriately rewarded and recognized by the organization, their sense of belonging increases, which strengthens their commitment to the National Ambulance Service. Herzberg's Two-Factor Theory (1959) emphasizes that factors like salary, benefits, and working conditions are significant in preventing dissatisfaction, thus ensuring higher retention and commitment levels.

The **w**ork environment and organizational culture also significantly affect motivation and commitment among EMTs. Supportive leadership, teamwork, and a sense of community within the service are crucial motivational factors. EMTs work under intense stress and in unpredictable situations, which requires strong collaboration and mutual trust. When the organizational environment promotes teamwork and provides the necessary support, such as mental health resources and peer support systems, employees are more motivated to stay committed to their roles (Ogbonnaya et al., 2018). This nurturing environment mitigates burnout, a common issue among healthcare workers, and fosters long-term commitment.

Lastly recognition and feedback mechanisms can profoundly influence the motivation and commitment of EMTs. Regular and constructive feedback from supervisors, alongside formal recognition for exceptional work, creates a culture where employees feel valued. Studies have found that employees who regularly receive positive reinforcement and recognition are more likely to remain engaged and committed to their organizations (Rai et al., 2018). For EMTs, who often work under physically and emotionally draining conditions, acknowledgment of their efforts reinforces their importance to the organization, boosting their commitment.

In conclusion, motivation plays a multifaceted role in shaping the commitment of EMTs in the National Ambulance Service. Intrinsic motivation, extrinsic rewards, a supportive work environment, and recognition are all critical components that influence their loyalty and dedication to the organization. Addressing these motivational factors holistically can significantly enhance employee commitment and retention within the ambulance service.

2.3.13 Challenges faced by the EMTS in the discharge of their duties

The National Ambulance Service Employs Emergency Medical Technicians (EMTs) who play a crucial role in responding to emergency situations, providing life-saving care, and transporting patients to healthcare facilities. However, EMTs often face numerous challenges that hinder their ability to discharge their duties effectively. One of the primary challenges is the impact of motivation on commitment. Research has consistently shown that motivated EMTs are more likely to be committed to their work, leading to improved job performance and patient outcomes (Hruska et al., 2021).

Despite the importance of motivation, EMTs often face demotivating factors that can negatively impact their commitment. For instance, EMTs may experience high levels of stress and burnout due to the physically and emotionally demanding nature of their work, leading to decreased job satisfaction and motivation (Kurd et al., 2020). Additionally, EMTs may feel undervalued and unappreciated by their employers, leading to decreased motivation and commitment (Viele, 2018). Furthermore, EMTs may experience a lack of autonomy and decision-making authority, leading to feelings of frustration and demotivation (Dubazana, 2022). Another significant challenge faced by EMTs is the impact of organizational factors on their motivation and commitment. Eiche et al., (2021) stated that, EMTs may be motivated by a sense of purpose and fulfillment when they work for organizations that share their values and have a positive work

environment. Conversely, EMTs may be demotivated by organizations that prioritize efficiency and productivity over employee well-being and job satisfaction (Abdullah, 2023). Moreover, EMTs may be affected by the organizational culture and leadership style, with a positive culture and supportive leadership style promoting motivation and commitment (Gebru et al., 2019).

Another significant challenge is the lack of sufficient resources and equipment, which can hinder EMTs' ability to perform their duties effectively. According to a study by Mohammadi et al., (2021), inadequate medical supplies and outdated equipment are common issues faced by EMTs (Mohammadi et al., 2021). Moreover, EMTs often report frustration with insufficient ambulances to respond to emergencies efficiently, which can lead to delays and compromised patient care (Kapalo et al., 2020). The inability to perform their duties effectively due to resource constraints can lead to demotivation, as EMTs may feel that the system does not equip them to succeed in their roles (Mohammadi et al., 2021). Research has consistently demonstrated that when employees perceive a lack of resources, their job satisfaction decreases, which in turn negatively impacts their commitment to the organization (Ramalho et al., 2018). Ensuring that EMTs have the necessary tools to perform their work is crucial to maintaining their motivation and commitment.

In addition to resource constraints, insufficient compensation and recognition are major challenges for EMTs in the National Ambulance Service. Many EMTs feel that their pay does not reflect the risk and intensity associated with their job, which can lead to feelings of undervaluation and demotivation (Zulu, 2024). According to Herzberg's Two-Factor Theory (1959), compensation and recognition are fundamental extrinsic motivators. When these factors are not adequately addressed, employees may become dissatisfied and disengaged, leading to decreased organizational commitment (Herzberg, 1959). Furthermore, research suggests that pay is a

significant factor in determining job satisfaction among EMTs, with low wages being associated with lower job satisfaction (Winters, 2018).

Finally, workplace violence and safety concerns present a significant challenge to EMTs, affecting their motivation and commitment. EMTs are often the first responders in volatile environments, such as accident scenes or violent incidents, where they may face verbal or physical assault from patients or bystanders. According to a study Fahy et al., (2021), workplace violence is a growing concern for EMTs, with 75% of respondents reporting that they had experienced some form of violence in the workplace (Fahy et al., 2021). The lack of adequate safety protocols or security support can lead to feelings of vulnerability, reducing their motivation to continue working in such dangerous conditions (Lee, 2021). Research indicates that employees who perceive their work environment as unsafe are more likely to experience reduced job satisfaction and commitment (Frempong et al., 2018). Addressing safety concerns and implementing robust protective measures can improve EMTs' motivation and enhance their long-term dedication to the service.

2.3.14 Strategies that can be employed to enhance motivation and commitment among EMTS

Enhancing motivation and commitment among Emergency Medical Technicians (EMTs) in the National Ambulance Service is crucial for maintaining high levels of performance and ensuring the retention of skilled personnel (Allmon, 2020). Several strategies can be implemented to improve both intrinsic and extrinsic motivation, which in turn fosters greater organizational commitment (Fischer et al., 2019). These strategies are rooted in addressing the unique challenges faced by EMTs while leveraging motivational theories to create a supportive and fulfilling work environment (Fischer et al., 2019).

A primary strategy is the implementation of comprehensive mental health and wellness programs. According to Eubanks (2022), EMTs often face extreme stress and trauma in their work, which can lead to burnout, a significant factor that decreases motivation and commitment. Providing access to mental health services, such as counseling, peer support groups, and stress management workshops, helps mitigate the psychological toll of their work (Shalaby et al., 2020).

Studies have shown that organizations that prioritize employee well-being through mental health support see improvements in job satisfaction and long-term commitment (Søvold et al., 2021). By fostering a supportive environment that addresses mental health proactively, EMTs are more likely to remain engaged and committed to their roles (Obeidat et al., 2020).

Improving compensation and benefits is another critical strategy to enhance motivation and commitment. EMTs often express dissatisfaction with their pay and benefits, especially given the physically and emotionally demanding nature of their job (Barnette et al., 2018).

Offering competitive salaries, comprehensive health insurance, retirement plans, and performance-based incentives can increase extrinsic motivation (Polat, 2022). According to Herzberg's Two-Factor Theory (1959), appropriate compensation is necessary to prevent job dissatisfaction, which directly affects commitment levels. Additionally, offering bonuses or recognition for exceptional performance can further motivate EMTs to remain loyal to the organization (Seals, 2023).

Career development opportunities also play a significant role in enhancing motivation. EMTs are more likely to stay committed when they see a clear path for career advancement, whether through promotions or additional training and certifications (Cannon, 2020). Providing continuous professional development opportunities, such as advanced life support training or specialized certifications in trauma or pediatric care, can foster a sense of growth and achievement (Cheng, et

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al., 2018). According to Fishbach and Woolley, (2022), The Self-Determination Theory, emphasizes that opportunities for personal and professional development enhance intrinsic motivation by fulfilling the need for competence. When EMTs feel they are progressing and learning in their careers, their organizational commitment increases (Hamidi et al., 2024).

Additionally, creating a positive and supportive work environment can significantly impact motivation and commitment. EMTs often work in teams and rely on collaboration in high-stress situations. Ensuring a culture of strong teamwork, mutual respect, and open communication fosters a sense of belonging and collective purpose (Hamidi et al., 2024). Leaders and supervisors play a crucial role in shaping this environment by offering regular feedback, recognizing achievements, and fostering trust (Lesinger et al., 2018). Research indicates that employees who feel supported by their colleagues and supervisors are more engaged and committed to their work (Ahmed et al, 2019). A positive work environment helps mitigate the stressors inherent in the job and strengthens EMTs' loyalty to the organization.

A significant strategy is the implementation of flexible scheduling and work-life balance initiatives. EMTs often work long hours, with unpredictable shifts that can disrupt personal lives and lead to fatigue. Offering flexible scheduling options, such as shorter shifts, rotating schedules, or paid time off, can alleviate burnout and increase job satisfaction (Kossek et al., 2021).

Research shows that employees who experience a balance between their professional and personal lives are more motivated and exhibit higher organizational commitment (Kossek et al., 2021). For EMTs, having the ability to manage their time effectively can reduce stress and increase their engagement with the job.

Recognition and reward systems also play a crucial role in enhancing commitment. EMTs often work in high-stress environments with little formal recognition for their contributions. Implementing structured reward programs, such as employee-of-the-month awards, team-based incentives, or public acknowledgment during organizational meetings, can increase morale and motivation (Vroom, 1964). The Expectancy Theory (Vroom, 1964) emphasizes that employees are more motivated when they believe that their efforts will be recognized and rewarded. Recognition not only validates the efforts of EMTs but also fosters a sense of pride and belonging, which strengthens their commitment to the organization.

2.4 Summary of Related Literature

The chapter discusses the effects of motivation on the commitment of Emergency Medical Technicians (EMTs) in national ambulance services. The literature review was conducted under three themes: conceptual framework, theoretical review, and review of related studies. The theoretical review focused on the Theory of Motivation by Maslow (1943) and Herzberg's Two-Factor Theory (1959).

According to Maslow's Theory of Motivation, human needs are hierarchically organized, with lower-level needs (physiological, safety, and security) taking precedence over higher-level needs (love, esteem, and self-actualization) (Maslow, 1943). The study highlights the importance of fulfilling basic physiological needs as a foundation for human motivation and commitment. The study reveals that fulfilling these needs is essential for job satisfaction and well-being (Frempong et al., 2018). The safety needs, which include the need for security, stability, and protection from harm, are also crucial for employee motivation and commitment (Frempong et al., 2018).

Herzberg's Two-Factor Theory proposes that job satisfaction and motivation are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators, such as recognition, personal

growth, and challenging work, are intrinsic factors that can satisfy an individual's needs and lead to increased job satisfaction and motivation (Herzberg, 1959). Hygiene factors, on the other hand, include extrinsic factors such as salary, working conditions, and supervision, which are necessary to prevent dissatisfaction but do not necessarily motivate individuals (Herzberg, 1959).

The study concludes that Herzberg's Two-Factor Theory provides a valuable lens for understanding the dynamics of job satisfaction and motivation among EMTs. It suggests that organizations should prioritize the fulfillment of employees' motivators (intrinsic rewards) to create a positive work environment that promotes motivation and commitment.

The empirical review also highlights the importance of extrinsic factors such as competitive remuneration and adequate benefits in contributing to higher job satisfaction among EMTs (Mack, 2019). Additionally, organizations that promote a positive and supportive culture, provide opportunities for professional growth, and recognize employee achievements are more likely to motivate EMTs and increase their commitment (Al Khrabsheh et al., 2021).

Overall, the study concludes that motivating EMTs is more likely to lead to increased job satisfaction, engagement, and commitment. Unmotivated EMTs may be more likely to experience burnout, turnover, and decreased job performance (Nguyen et al., 2021). Therefore, organizations should prioritize fostering intrinsic motivation through meaningful work, opportunities for personal growth, and autonomy. Additionally, organizations should provide extrinsic motivators such as competitive salaries and benefits, job security, and recognition programs to support EMTs' motivation and commitment.

CHAPTER THREE

RESEARCH METHODS

3.0 Introduction

This chapter provides an overview of the techniques that were employed to gather data for this study. It provides a comprehensive overview of the research philosophy, research design, including information on the population, sample, and sampling methods. It also discusses the data collection instruments, pilot testing, data collection procedures, and the validity and reliability of the instruments. Additionally, it outlines the data analysis procedures.

3.1 Research Philosophy

This research is grounded in a philosophical worldview that is fundamentally pragmatism. Pragmatism is a suitable approach because it allows for a flexible and adaptable methodology that combines both qualitative and quantitative methods to investigate the relationship between motivation and commitment. This philosophy prioritizes practical outcomes and focuses on solving real-world problems, making it an ideal choice for exploring how various motivational factors (e.g., pay, recognition, work conditions) impact EMTs' commitment in a complex and dynamic setting.

Pragmatism does not adhere to a rigid methodology, unlike positivism, which emphasizes objective, measurable data, or interpretivism, which focuses on subjective experiences. Instead, pragmatism supports the use of whichever methods are most effective in addressing the research question. In this case, a pragmatic approach could involve collecting both quantitative data through surveys to measure motivation and commitment levels and qualitative interviews to gather EMTs' personal insights and experiences. This combination enables a comprehensive understanding of

how motivation influences commitment in the context of emergency medical services, providing valuable insights for improving job satisfaction and retention in the National Ambulance Service.

3.2 Study Area

The Western North Region is situated in the southwestern part of Ghana and shares borders with the Western Region to the south, the Central Region to the east, the Ashanti Region to the north, and the Ivory Coast to the west. The region is characterized by its lush forests, picturesque landscapes, and numerous water bodies, including the Tano River. These geographical features play a significant role in shaping the region's unique challenges and opportunities. With a population of approximately eight hundred and forty thousand (840,000) people, according to the 2020 population census, the Western North Region is one of the newest regions in Ghana, having been carved out of the Western Region in 2019. The population consists of various ethnic groups, including the Akan, Nzema, and Ahanta, contributing to the region's cultural diversity. Majority of residents live in rural areas, with a smaller urban population primarily concentrated in the regional capital, Sefwi Wiawso. The region is served by a network of healthcare facilities, including district hospitals, health centers, and clinics. A vital component of the population's access to emergency medical care is the National Ambulance Service. However, challenges related to the availability of resources and infrastructure can affect the delivery of healthcare services, including those provided by Emergency Medical Technicians (EMTs). The Western North Region was selected as the focal point for this research due to its unique blend of geographical, demographic, economic, and cultural factors. These characteristics are anticipated to have a direct bearing on the motivation and commitment of EMTs within the region. Furthermore, the region's relative novelty, having been created recently, presents an opportunity to explore the dynamics of

EMT motivation and commitment in an evolving healthcare landscape. The map captured in Figure 2 shows the geographical location of the Western North Region of Ghana.

Figure 3. A Map of Western North Region
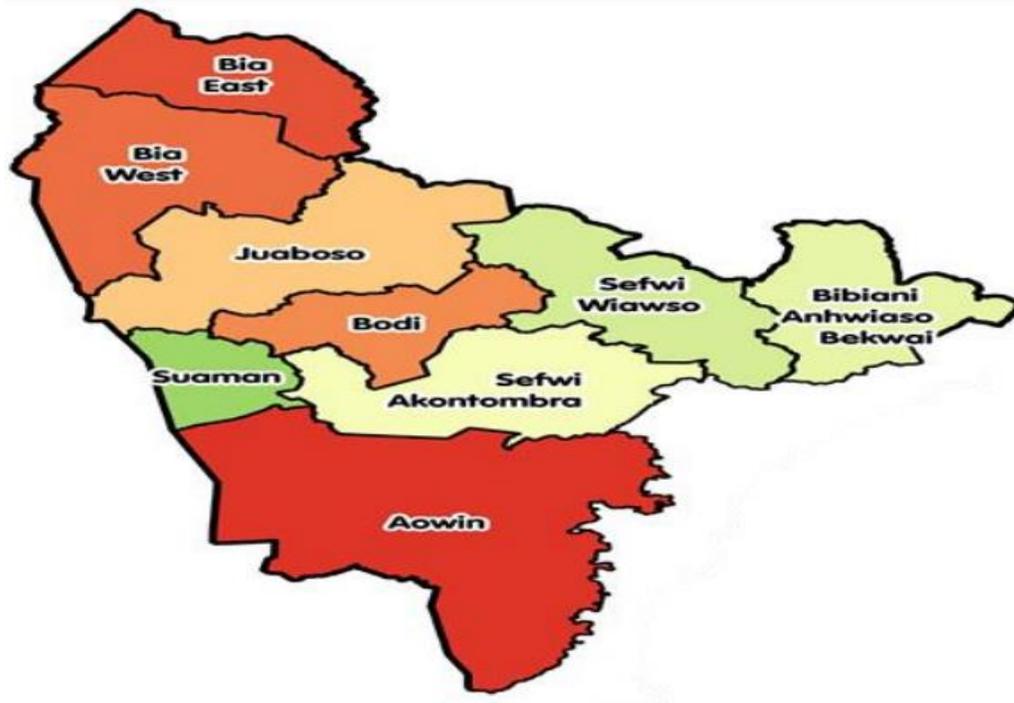
3.3 Research Design

This study employed an exploratory sequential mixed-methods design to investigate the effects of motivation on commitment of Emergency Medical Technicians (EMT's) in the National Ambulance Service, particularly in the Western North Region. The exploratory sequential design is a mixed-methods approach that combines qualitative and quantitative data collection and analysis to provide a comprehensive understanding of a research problem.
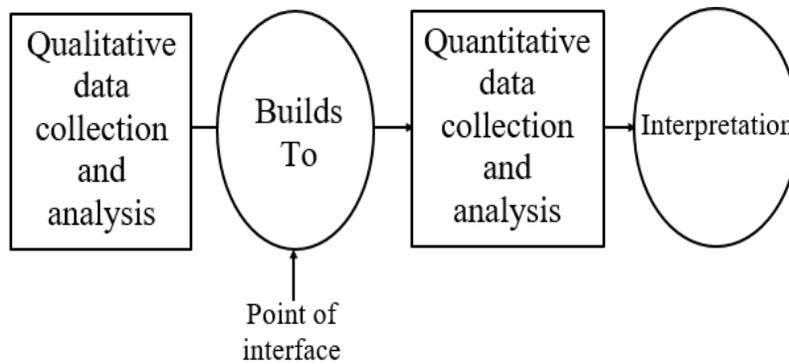
Figure 4 1 **Diagram of Exploratory Sequential Design**

The diagram above signifies that, the design begins with an in-depth exploration of the research problem through qualitative data collection and analysis, which generates rich and detailed insights into the phenomenon under study (Creswell & Clark, 2017).

The findings from the qualitative phase serve as a foundation for the quantitative phase, guiding the development of survey instruments and ensuring that the quantitative data collection is informed by the qualitative insights (Creswell & Clark, 2017). This transition from qualitative to quantitative is a critical point in the design, as it enables the testing of hypotheses and the generalization of findings to a larger population (Creswell & Clark, 2017).

During the quantitative phase, structured tools such as surveys are used to collect data from a larger sample size, allowing for the testing of hypotheses and the estimation of population parameters (Creswell & Clark, 2017). The integration of both qualitative and quantitative data during interpretation provides a comprehensive understanding of the research problem, allowing for a more nuanced and detailed understanding of the phenomenon under study (Creswell & Clark, 2017).

The qualitative component of this study involved conducting in-depth interviews or focus groups with a smaller, purposively selected sample of EMT's. Qualitative methods allowed for a deeper exploration of EMT's personal experiences and perceptions regarding motivation and its impact

on their commitment to the organization. As argued by Creswell and Clark (2017), qualitative methods are essential for capturing the richness of participants' experiences, offering insights that cannot be captured through numerical data alone.

The quantitative component of this study involved the administration of surveys to a large population of EMT's, with a focus on collecting measurable data related to motivation and commitment. Mertler et al. (2021) argue that quantitative analysis enables the measurement, classification, and comparison of variables, allowing for statistical analysis to establish patterns and relationships. The quantitative findings provided an overview of the relationship between motivation and commitment across a large sample.

The integration of quantitative and qualitative data in this exploratory sequential mixed-methods design enabled a more holistic understanding of the research problem. The quantitative findings provided an overview of the relationship between motivation and commitment across a large sample, while the qualitative data added depth and context to these findings by exploring individual EMT's experiences in detail. By employing this dual design, the research provided both an unaltered representation of the situation and a deeper interpretation of the factors influencing EMT's commitment.

The choice of an exploratory sequential design was justified by its ability to triangulate data, enhancing the validity of the study by combining the objectivity of quantitative analysis with the rich detail of qualitative exploration. As noted by May and Perry (2022), this approach is particularly useful in educational and social research, where understanding complex human behavior requires more than just numerical data.

Overall, this exploratory sequential mixed-methods design was well-suited for investigating motivation and commitment among EMT's in the National Ambulance Service in the Western North Region

3.4 Population of the Study

The study's population encompasses all Emergency Medical Technicians (EMTs) working under the national ambulance service of Ghana in the western north region. According to the first quarter report for Western North National Ambulance Service (NAS) in 2024, the total EMT"'s population in the region stands at 88 (Edwards, 2019). According to Wang & Cheng (2020), the population is made up of all the components that satisfy the requirements to be included in a study and on which the results can be used.

3.5 Sampling Procedure

Sampling involves the process of selecting a subset of the population to act as a representative sample of the entire population (Lakens, 2022). Stratified sampling, in particular, ensures that the sample accurately reflects the population by proportionally representing all sub-groups, such as Municipal/District, Regional Dispatch Manager, and Regional Administrative Manager (Cohen & Manion, 1995). In this study, a simple random sample technique was employed to select representatives from the population of Emergency Medical Technicians (EMTs) in the Western North region. A random sample of seventy-two (72) EMTs was drawn from these three groups using a table of random numbers. To minimize bias and ensure a precise sample size from each group, a simple random sampling technique was employed. This method started with a randomly chosen number on the table and selected subsequent EMTs by sliding the finger horizontally to the next number if a repeated number was encountered. As a result, a total of eighty (80) participants were recruited for the study.

3.6 Data Collection Instruments

The study primarily utilized primary data as the central focus of its investigation, while secondary data were incorporated to gain an understanding of EMTs' personal experiences and perceptions regarding motivation and its impact on their commitment to the organization. Primary data were gathered from respondents through guided interviews with key informants.

2.6.1 Interview

The interview guide employed featured open-ended questions, with responses collected through written documentation and audio recordings of the interviewees' input.

The use of an interview guide is essential for facilitating structured yet flexible data collection, allowing researchers to explore participants' experiences and perspectives in-depth.

Naz et al., (2022) stated that an interview guide ensures consistency across interviews by covering predetermined themes and questions, which is crucial for the reliability of data collection. This structured approach allows the researcher to maintain focus on the core topics of interest, while still permitting flexibility to probe deeper into relevant areas that emerge during the conversation (Ruslin et al., 2022). The guide serves as a framework, ensuring that all participants are asked similar questions, which enhances the comparability of responses without stifling the natural flow of the interview (Lim, 2024).

According to Naz et al., (2022) an interview guide enhances data quality by helping to minimize interviewer bias and avoid leading questions. By designing open-ended questions and prompts in advance, researchers can create a neutral environment that encourages participants to share their thoughts freely. This can lead to more authentic and in-depth responses, improving the richness of the data collected. Salmona and Kaczynski (2024) supports this by stating that semi-structured

interviews allow for comprehensive exploration while giving the interviewer the ability to delve into unexpected areas that may arise, thereby producing richer, more nuanced data.

In addition, the use of an interview guide facilitates rapport-building between the interviewer and the participant, which is crucial for eliciting candid responses. Roberts (2020) argues that by providing a clear but flexible structure, the guide helps interviewers maintain a conversational tone, making participants feel more comfortable and willing to share detailed information.

The process begins by introducing broad, open-ended questions to the participants, such as "Can you describe your experience with...?" These questions are designed to encourage detailed responses. As the participant responds, the interviewer can probe for further clarification or elaboration using prompts from the guide, such as "Can you explain what you meant by...?" (Brooks-Jefferson, 2023). It clearly shows that, the use of an interview guide in qualitative research enhances both the consistency and depth of data collection. It provides a structured framework while allowing flexibility for probing into emerging topics, making it an indispensable tool for exploring complex social phenomena. By ensuring the collection of rich, authentic data while maintaining systematic coverage of key research themes, the interview guide remains a cornerstone of qualitative data collection methods.

2.6.2 Questionnaire

A questionnaire is a widely used research tool in social sciences and marketing research, which involves collecting data from respondents through a structured set of questions. The purpose of a questionnaire is to gather information from a large number of people in a consistent and standardized manner, allowing researchers to analyze and draw conclusions about the opinions, attitudes, and behaviors of the target population (Aithal & Aithal, 2020).

In a questionnaire, respondents are asked to answer a series of questions, either verbally or in writing, which are designed to elicit specific information. The questions can be open-ended, allowing respondents to provide detailed responses, or closed-ended, where respondents are limited to choosing from a set of predetermined options (Mason et al., 2021). Questionnaires can be administered through various modes, including online surveys, paper-and-pencil surveys, or in-person interviews.

Research has shown that questionnaires can be an effective way to collect data, particularly when used in conjunction with other methods such as interviews and observations (Taherdoost, 2021). A study by Hennink et al., (2019) found that questionnaires were more effective at collecting data than interviews and focus groups, due to their ability to reach a large sample size and reduce bias. Questionnaires are advantageous due to their cost-effectiveness, ease of distribution, and ability to reach a wide audience, making them particularly useful for surveys that seek to gather broad patterns of responses (Lavrakas et al., 2019). For instance, in research on employee motivation and commitment, structured questionnaires can be used to gather quantitative data on factors such as job satisfaction, working conditions, and compensation, which can then be analyzed statistically to identify trends and relationships (Suri &Petchsawang, 2018).

Furthermore, questionnaires are versatile tools that can be designed to capture both factual information and respondents' attitudes, beliefs, and perceptions (Curle & Derakhshan, 2021).

In healthcare settings, for example, a well-designed questionnaire can be used to assess healthcare workers' levels of motivation, burnout, and job satisfaction. For instance, Srikanth et al., (2022) utilized questionnaires to assess stress levels among Emergency Medical Technicians (EMTs) and found that high-stress levels were strongly correlated with reduced job satisfaction and commitment.

Questionnaires are also valuable for ensuring consistency in the data collection process, as all respondents are asked the same set of questions in the same manner, thus minimizing interviewer bias and enabling easier comparison across different respondent groups (De Leeuw, 2018). However, while they are effective for capturing a broad range of responses, the limitations of questionnaires, such as potential response bias or misinterpretation of questions, must be considered when interpreting results (De Leeuw, 2018).

The four-point Likert scale (Strongly Disagree, Disagree, Agree, and Strongly Agree) was employed to gauge the level of agreement. The researcher chose to utilize a Likert scale due to its simplicity in development.

3.7 Validity and Reliability of the Instruments

The questionnaire items were submitted to my supervisor for review to ensure they accurately represented the intended variables and captured the necessary information. The supervisor evaluated whether the questions would elicit relevant responses from the participants, used clear and precise language, and were logically organized. Additionally, the supervisor checked that each item was appropriately placed within its designated section and was neither ambiguous nor misleading. This feedback was then used to refine the questionnaire and the interview guide, enhancing both its face and content validity.

Reliability testing is crucial to ensure that a method consistently measures what it is intended to measure, enabling similar results to be obtained under the same conditions (Mills & Airasian, 2009). Therefore, it was important to ensure the research methods were reliable and would produce credible results if applied to other samples. Reliability was established through pre-testing. Prior to conducting the main study in the Western North region, I pre-tested both the questionnaire and interview guide to confirm the clarity of the items and the suitability of the instrument for the

research. The aim of the pre-test was to receive feedback on the validity of the instruments, resolve any phrasing issues, identify repetitive or unclear questions, and correct any misinterpreted items. Based on the pre-test results, both questionnaire and interview guide items deemed unclear or inappropriate were revised, and necessary modifications were made before the final administration of the questionnaire.

The pre-test was conducted at the National Ambulance Service (Tamale South Ambulance Station), which was not part of the main study area. An introduction letter detailing the study's objectives, requesting assistance, and assuring respondents of confidentiality was provided to the Director of EMTs. Respondents were also asked a few questions during the pre-test to assess their understanding of the items as they completed the questionnaire and the interview guide. The results of the pre-test revealed the level of difficulty and any ambiguities in the interpretation of each item. Following the pre-test, Cronbach's alpha was employed to determine the internal consistency of the research instrument. Cronbach's alpha was identified as the most appropriate method for assessing the instrument's reliability, with higher reliability coefficient values (closer to 1) indicating greater reliability, and lower values (closer to 0) indicating less reliability (Sürücü & Maslakci, 2020). During this test, the items which were found to have negative inter-item correlations were re-constructed. The Cronbach's Alpha determined for 20 items on questionnaire was .841. George and Mallery (2003) provide the following rules of thumb: "_>.9 – Excellent, _>.8 – Good, _>.7 – Acceptable, _>.6 – Questionable, _>.5 – Poor, _<.5 – Unacceptable" for determining the Cronbach's Alpha (p. 231). By these rules of thumb, the high values for Cronbach's Alpha coefficients obtained, indicate a good internal consistency of the items.

Member checking technique was used to ensure that the data collected through interviews accurately reflects the participants' experiences, perceptions, and opinions (Rowlands,2021). In

the context of interview guides, member checking involves sharing the initial findings, themes, and codes with the participants themselves to verify that the data is accurate and meaningful for the study.

3.8 Data Collection Procedure

The Department of Educational Management and Policy studies issued an introductory letter to obtain permission from Western North Region EMTs (Educational Management Teams) to collect data. The researcher followed up with meetings to discuss the study's purpose and justification after receiving approval. Building relationships with the EMTs was key, and the researcher took phone numbers to ensure frequent communication about the questionnaire. The entire data collection process took approximately three weeks.

3.9 Ethical Consideration

Research ethics encompasses the principles and guidelines that must be adhered to when conducting research. Participants must understand the objectives, purposes, and any potential risks associated with their involvement (Vaughn & Jacquez, 2020). Furthermore, ethical standards affirm that participants have the right to withdraw their consent at any time, even after initially granting it. The ethical treatment of participants is particularly vital in social research, and as such, this study took careful consideration of several ethical concerns, particularly about informed consent, anonymity, and confidentiality.

Informed consent ensures that potential participants are fully aware of the study's goals and can make an informed decision to either participate or decline. According to Arifin (2018), participants must be provided with clear information regarding the study's objectives, purposes, and any potential risks associated with participation. In this study, participants were thoroughly briefed on the research goals before agreeing to take part. Furthermore, the study placed significant emphasis

on protecting the anonymity of respondents. As Reid, et al., (2018) noted, anonymity is a critical ethical issue in research because it allows participants to conceal their identities. To safeguard anonymity, participants in this study were assigned pseudonyms or identification codes to ensure they could not be personally identified. Confidentiality was maintained by securely storing all collected data and ensuring that sensitive information was not disclosed.

To prevent unnecessary intrusion into participants' privacy, a preliminary visit was made to the data collection site to assess and prepare for ethical concerns. The study strictly adhered to the principle of anonymity by refraining from collecting any names or identifiable personal information, which was particularly important to avoid potential victimization due to controversial or sensitive responses. Measures were also taken to reassure participants that their responses would remain confidential and that no one in their personal or professional circles would have access to the data.

In addressing ethical considerations, proper citation and referencing were employed when reviewing literature related to the effects of motivation on the commitment of Emergency Medical Technicians (EMTs) in the National Ambulance Service. This practice ensured academic integrity and helped avoid plagiarism by appropriately acknowledging prior studies.

3.10 Data Processing and Analysis

Objective	Type of Data	Instrument	Techniques of Data Analysis
Factors that influence motivation among EMTs	Quantitative	Questionnaire	Mean and standard deviation,.
Extent of EMTs job satisfaction in connection with salary and allowances, working conditions, career progression and leaves.	Quantitative	Questionnaire	Mean and standard deviation
Challenges faced by the EMTs in discharge of their duties to clients.	Qualitative	Interview guide	Thematic analysis

Strategies to enhance motivation and commitment among EMTs	Qualitative	Interview guide	Thematic analysis

3.11 Chapter Summary

This study adopted a descriptive survey design to investigate the effects of motivation on commitment of Emergency Medical Technicians (EMT's) in national ambulance service in the Western North Region. The study involved all Emergency Medical Technicians (EMTs) working under the national ambulance service of Ghana in the western north region with a sample size of 72 participants. An existing questionnaire was adapted by the researcher for data collection purposes. Before administration, the questionnaire underwent trial testing and validation. The data for research question one and two were analyzed using descriptive statistics (such as means, and standard deviation while research question three and four were analyzed using thematic analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Overview

This chapter presents the analysis and interpretation of the findings of the study, which aimed to explore the effects of motivation on commitment of emergency medical technicians (EMT's) in national ambulance service in western north region. The analysis and interpretation were conducted based on the results of the research questions for the study. The data utilized in this analysis were obtained from seventy-two (72) EMT's personnel who completely filled out the questionnaires and the interviewed guide respectively. The data were analysed using frequencies and percentages, as well as means and standard deviation. The initial section of this chapter focused on the demographic characteristics of the EMT's, which were analysed using frequencies and percentages. The subsequent section presented the research findings based on the research questions stated for the study.

4.1 Demographic Data

The present study was carried out in the Western North Region of Ghana. The sample size comprised 72 NAS. This distribution of participants provides a representative sample of the Emergency Medical Technicians within the Western North Region.

Table 4. 1 shows the gender distribution of EMT's personnel's who participated in the study.

Gender distribution of respondents

Variables	Frequency	Percentage (%)
Male	55	76.4
Female	17	23.6

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Total	72	100

Table 4.1 reveals that the majority of the EMT's participating in this study were male, accounting for 55 individuals (76.4%), while the remaining 17 (23.6%) were female.

Table 4.2 displays the distribution of participants in the study based on the rank of the EMT's in the Western North Region.

Table 4. 2 Distribution of participants by rank

Variables	Frequency	Percentage (%)
Basic EMT	52	72.2
Advance EMT	20	27.8
Total	72	100.0

Table 4.2 revealed that participants with the Basic EMT rank were the majority 52 (72.2%). This was followed by Advance EMT personnel's who partake in the study.

4.3 Distribution of respondents by qualification Table 4.6 presents the distribution of respondents by qualification.

Table 4. 3 Distribution of respondent by qualification

Variables	Frequency	Percentage (%)
Diploma	45	62.5
Degree	14	19.4
Masters	13	18.1
Total	72	100.0

Table 4.3, the largest group of participants, comprising 45 individuals (22.5%), who held a Diploma certificates. The second-largest group consisted of 14 participants (19.4%) who possessed a Bachelor's degree, while 13participants (18.1%) held Master's degree. This data demonstrates a clear predominance of Diploma certificate holders among the study's participants.

Table 4. 4 Distribution of respondents by years in service

Table 4.4 presents the distribution of respondents by years in service

Variables	Frequency	Percentage (%)
1-5	46	63.9
6-10	18	25
11-15	5	6.9
16-20	3	4.2
Total	72	100.0

Table 4.4, revealed that the largest group of participants, comprising 46 individuals (63.9%), have been in service for a period of 1 to 5 years. The second-largest group, consisting of 18 participants (25.0%), have been in service for a period of 6 to 10 years. The third-largest group, consisting of 5 participants (6.9%), has been in service for a period of 11 to 15 years, while the smallest group, comprising 3 participants (4.2%), has been in service for a period of 16 years and above.

4.2 Answers to the Research Questions

4.2.1 Research Question one
What key factors influence motivation among EMTs' in the National Ambulance Service in the Western North Region?

The primary objective of this study was to investigate the key factors that influence motivation among EMT personnel's. To accomplish this, participants were asked to strongly agree, agree, disagree, or strongly disagree with a series of ten statements related to their perceptions of the factors that motivates EMT personnel's. The responses were recorded using a four-point Likert scale, with options ranging from Strongly Agree (4) to Strongly Disagree (1). The criterion value for the scale was set at 2.50, which was calculated by adding the values of all four scales on the

Likert scale (4+3+2+1=10) and dividing it by 4 (10/4=2.50) since the Likert scale has four scales. This criterion value was utilized to determine whether participants' responses feel within the range of agreement or disagreement with the statements presented.

Table 4. 5 Result of key factors that influence motivation among EMTs

Items	N	Mean (M)	Std. deviation (SD)	Interpretation
1. I feel that my unit is adequately equipped with the necessary resources to perform my duties effectively	72	2.36	.678	High
2. The lack of sufficient resources and equipment hinders my ability to provide quality patient care.	72	2.15	.988	High
3. I feel that my compensation is fair and reflects the risks and intensity associated with my job	72	1.61	.640	Average
4. I believe that my contributions to the organization are recognized and valued by my supervisors	72	2.93	.484	Very High
5. I feel safe and supported in my work environment	72	2.26	.787	High
6. The organization takes adequate measures to prevent workplace violence and ensure my safety.	72	2.50	.822	High
7. I am satisfied with my job overall	72	2.74	.581	Very High

8. I am committed to my organization and plan to continue working here long-term.	72	2.47	.919	High
9. I feel motivated to perform my duties effectively and provide high-quality patient care.	72	3.28	.826	Very High
10. The organization's policies and procedures support my well-being and job satisfaction	72	1.97	.769	Average

Source: Field survey

According to Table 4.5, it shows a statement for determinants of motivation had a mean mark ranges from of 1.00 -1.50 is considered as low, 1.51 -2.00 is considered as average, 2.01 -2.50 is considered as high, and 2.51 -3.00 and above is considered as very high, which shows the motivation level among the EMT personnel's. The table above clearly shows that EMT personnel's in the Western-North region feel motivated anytime any of the statement is been applied onto them. The following are the major items that EMT personnel's see as highest motivation factor: (1) I feel motivated to perform my duties effectively and provide high-quality patient care (Mean= 3.28, std. Deviation= .826), (2) I believe that my contributions to the organization are recognized and valued by my supervisors (Mean = 2.9, std. Deviation =.484), (3) I am satisfied with my job overall (Mean = 2.74, std, Deviation =.581), and items like: (1) I feel that my compensation is fair and reflects the risks and intensity associated with my job, and (2) The organization's policies and procedures support my well-being and job satisfaction, were considered as average motivation factors by the EMT personnel's in their working space.

These results confirmed by (Assefa, et al., 2019), that employees are intrinsically motivated based on factors including but not limited to; interesting work, full appreciation of work done, feeling of

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being in on things, personal loyalty to employees, sympathetic help with personal problems (Assefa, et al., 2019). Also, according to Haruna et al., (2024) individual values, personality traits, and work-life balance play pivotal roles in determining EMTs' dedication to their profession.

Another research by Wu et al., (2020) found that intrinsic motivation was associated with higher levels of self-efficacy which can improve performance. This study also confirms the intrinsic determinants of motivation such as, I believe that my contributions to the organization are recognized and valued by my supervisors, and I feel motivated to perform my duties effectively and provide high-quality patient care, make EMT personnel's feel motivated intrinsically which makes them to work effectively and also feels safe to work. A study conducted by Girdwichai and Sriviboon, (2020) revealed that positive work environment and good relationship between employer and employee are crucial to their motivation intrinsically.

4.2.2 Research Question Two

What is the level of EMTs' job satisfaction in connection with salary and allowances, working conditions, career progression, and leaves?

The primary objective of this research question was to examine the level of EMT personnel's job satisfaction in connection with their salary and allowances, working conditions, career progression, and leaves. To achieve this, participants were asked to strongly agree, agree, disagree, or strongly disagree with a series of ten statements related to their perceptions of the factors that motivates EMT personnel's. The responses were recorded using a four-point Likert scale, with options ranging from Strongly Agree (4) to Strongly Disagree (1). The criterion value for the scale was set at 2.50, which was calculated by adding the values of all four scales on the Likert scale (4+3+2+1=10) and dividing it by 4 (10/4=2.50) since the Likert scale has four scales. This criterion

value was utilized to determine whether participants' responses feel within the range of agreement or disagreement with the statements presented.

Table 4. 6 Results of EMTs Job Satisfaction

Item	N	Mean (M)	Std. Deviation	Interpretation
1. I feel motivated to perform my duties as an EMT.	72	2.67	.650	Very High
2. I am committed to my work as an EMT.	72	3.25	.884	Very High
3. I experience high levels of stress and burnout due to the demands of my job	72	1.50	.581	Average
4. I feel undervalued and unappreciated by my employer	72	1.60	.573	Average
5. I have a sense of purpose and fulfillment when working for my organization	72	2.93	.422	Very High
6. My organization prioritizes employee well-being and job satisfaction	72	2.31	.664	High

7. I have autonomy and decision-making authority in my work	72	2.28	.510	High
8. My organization has a positive culture and supportive leadership style	72	2.50	.692	High
9. I feel that my contributions are recognized and valued by my employer	72	2.83	.712	Very High
10. I am satisfied with my job overall	72	2.82	.516	Very High

Source: Field Survey

Table 4.6, it shows a statement for determinants of job satisfaction and had a mean mark ranges from of 1.00 -1.50 is considered as low, 1.51 -2.00 is considered as average, 2.01 -2.50 is considered as high, and 2.51 -3.00 and above is considered as very high, which shows the job satisfaction level among the EMT personnel's. It is revealed from the table that EMT's feels satisfied at their work place anytime the statements in the table above is been felt.

The following are the major items from the table which EMT's consider as what makes them feel satisfied at their Job place. These results from the table indicates what EMT's consider as very high: (1) I am committed to my work as an EMT (M= 3.25, std. deviation = .884), (2) I have a sense of purpose and fulfillment when working for my organization (Mean = 2.93, std. deviation = .422), (3) I feel that my contributions are recognized and valued by my employer (Mean =2.83, std. deviation = .712). This implies that EMTs generally feel a strong sense of duty and dedication,

which is critical in a high-responsibility healthcare role. This highlights the intrinsic motivations that drive Emergency Medical Technicians (EMTs) in their demanding profession. A strong sense of duty is often rooted in both personal values and professional ethics, which compel EMTs to act decisively and compassionately in emergency situations. A study by Ruiz, (2020) confirms that healthcare professionals, including EMTs, frequently cite a sense of calling or purpose as a primary motivator in their work. This sense of calling is linked to higher levels of job satisfaction and professional commitment, essential traits for those working in high-stakes environments, such as emergency medical services. Additionally, this dedication is critical for effective performance, teamwork, and patient outcomes in emergency settings, where timely and competent responses are crucial for saving lives. And items like: (1) I experience high levels of stress and burnout due to the demands of my job (Mean = 1.50, std. deviation = .581), and (2) I feel undervalued and unappreciated by my employer (Mean = 1.60, std. deviation = .573) were considered as an average statements for Job satisfaction. These statements suggest that, many EMTs still face considerable challenges related to job stress, which can negatively impact satisfaction and well-being over time which underscores the difficulties that Emergency Medical Technicians (EMTs) encounter in their high-pressure roles. Job stress among EMTs is often linked to factors such as long hours, exposure to traumatic situations, and the emotional weight of making critical decisions in life-or-death scenarios.

Research indicates that the nature of emergency medical services inherently involves high-stress situations, which can lead to increased rates of burnout, anxiety, and job dissatisfaction among EMTs (Bosley, 2024). A study by Dawson, (2021) found that EMTs often experience chronic stress due to the unpredictability of their work, exposure to traumatic incidents, and challenges in coping with the emotional toll these experiences entail. Prolonged exposure to such stressors can

adversely affect both mental and physical health, leading to diminished job performance and overall life satisfaction. A study by Rantanen, et al., (2021) also revealed that, job stress is not merely an individual issue, it can also impact team dynamics and organizational effectiveness. When EMTs experience high levels of stress, it may lead to decreased morale and increased turnover rates, ultimately affecting the quality of patient care. At the other hand where EMT's feel undervalued, implies that their contributions and efforts are not adequately recognized or appreciated within the healthcare system or their organizations. This sentiment can significantly impact job satisfaction, morale, and retention rates among EMTs.

Research indicates that many EMTs report feeling undervalued due to a lack of recognition from both their peers and the broader healthcare community. A study by Ericsson, et al., (2022) highlighted that EMTs often perceive a disparity between the critical nature of their work and the level of acknowledgment and respect they receive compared to other healthcare professionals, such as nurses and physicians. This lack of recognition can lead to feelings of frustration and low morale, which may contribute to burnout and turnover (Turato et al., 2022).

4.2.3 Research Question Three

What are the challenges faced by the EMTs in the discharge of their duties to clients in the Western North Region?

The study aims to identify and explore the various challenges faced by EMTs in the Western North Region through qualitative analysis of participant responses. To achieve this, ten open ended questions were given to the respondents to answer related to the challenges they faced in the discharge of their duties as EMTs. The findings reveal a complex array of challenges, categorized into themes such as limited resources and infrastructure, human resource shortages, lack of financial and incentive support, emotional and mental health challenges, communication barriers,

geographic factors, and administrative policies. Each category highlights the multifaceted difficulties EMTs encounter in their work environment, affecting their ability to provide timely and effective care.

1. Limited Resources and Infrastructure: Participants emphasized the significant challenges posed by insufficient resources and infrastructure. EMTs often have to travel long distances to reach suitable medical facilities, and the lack of well-equipped tertiary care units in the region contributes to delays in patient care. This issue is compounded by inadequate medical equipment and irregular supply chains, which impede the delivery of critical care (Ward et al., 2022). Research shows that effective emergency response systems rely on adequate resources to ensure timely care, underscoring the need for better logistical planning and resource allocation in emergency services (Beliveau & O'Hara, 2020).

2. Human Resource Shortages: A consistent theme among respondents is the shortage of personnel, which results in a heavy workload for existing staff. This leads to burnout, decreased morale, and subsequently, a decline in performance and quality of care. Addressing these shortages is crucial for the sustainability of emergency services. Studies indicate that sufficient staffing levels and a supportive work environment are vital for maintaining high-quality patient care in emergency settings (Rugulies et al., 2023). Investing in recruitment and retention strategies can alleviate the burden on current staff, ultimately enhancing the effectiveness of emergency response systems.

3. Financial and Incentive Support: The analysis also reveals a lack of financial support and incentives for EMTs, especially when handling high-risk assignments or working outside their regular areas. This absence of adequate compensation leads to decreased motivation and job satisfaction among EMTs. According to De Vries et al., (2023), reevaluating compensation structures to include appropriate allowances can significantly improve job satisfaction, which is

critical for the retention and motivation of emergency responders. Financial incentives are essential in acknowledging the risks and demands associated with emergency medical services.

4. Emotional and Mental Health Challenges: The high-stress nature of emergency work, coupled with frequent exposure to traumatic events, poses substantial mental health challenges for EMTs. Respondents reported feelings of burnout and emotional exhaustion, emphasizing the importance of peer support and access to mental health resources. Research supports the provision of resilience training and emotional regulation strategies as effective ways to mitigate the mental health impact on EMTs (Evans et al., 2021). Prioritizing mental health support within the workplace can help maintain the well-being of EMTs, thereby improving their overall performance.

5. Communication Barriers: Communication challenges were identified as a major hindrance to effective emergency response. Language differences, environmental noise, and patient-specific communication barriers can impair interactions between EMTs and patients. Additionally, cultural differences can exacerbate misunderstandings, affecting the quality of care. Evans et al. (2021) highlight the importance of training programs that focus on enhancing communication skills, including the use of translation services and cultural competence training, to improve interactions between healthcare providers and patients.

6. Geographic Factors: Geographic constraints, such as poor road infrastructure and the remote location of medical facilities, significantly impact the efficiency of EMTs. These challenges contribute to longer response times and can delay treatment in critical situations. Respondents stressed that these delays can sometimes be life-threatening, emphasizing the need for improved infrastructure and the establishment of nearby healthcare facilities. Adams and Walls (2020) underline that better infrastructure can directly enhance the operational efficiency of emergency services, ensuring quicker and more reliable responses.

7. Administrative Policies: The role of administrative policies is dual-faceted, with both positive and negative impacts on EMTs. While clear protocols and appropriate resource distribution can enhance the efficiency of emergency responses, rigid policies and inadequate staffing structures contribute to increased stress and operational challenges. The lack of regular training on new procedures further complicates adherence to policies. As noted by Smith et al. (2019), ongoing education and flexibility in administrative practices are crucial for the successful implementation of emergency response strategies.

Conclusion: The findings from this qualitative study reveal a complex network of challenges that EMTs face in the Western North Region, impacting their ability to deliver timely and effective emergency medical services. Addressing these challenges requires a comprehensive approach that includes improving resources, addressing staffing shortages, enhancing financial support, providing mental health resources, strengthening communication, and revising administrative policies. By focusing on these areas, the resilience and effectiveness of the emergency medical response system in the region can be significantly enhanced

4.2.4 Research Question four

What strategies can be employed to enhance motivation and commitment among EMTs in the National Ambulance Service in the Western North Region of Ghana?

The primary objective of this research question was to enhance motivation and commitment among Emergency Medical Technicians (EMTs) in the Western North Region of Ghana. To achieve this, ten open ended questions were given to the respondents to answer related to the strategies that can be employed to enhance motivation and commitment among EMTs. Through a thematic analysis of qualitative data collected from the EMTs, several key themes emerged, revealing the potential solutions that could improve their job satisfaction and retention. The analysis identified material

constraints, financial support, mental health needs, professional development, recognition, leadership, teamwork, and community engagement as pivotal factors influencing EMT motivation and commitment, and they are highlighted below.

1. Material and Resource Constraints

A lack of essential resources, including inadequate medical supplies and poor working conditions, emerged as a critical barrier to EMT satisfaction and performance. Many respondents emphasized that these material constraints lead to frustration and burnout. As Ledford, (2023) noted that, resource scarcity is strongly linked to decreased motivation and higher turnover in high-stress occupations. The need for strategic investments in medical equipment and workplace infrastructure is imperative to fostering a motivated and effective workforce.

2. Financial Support and Fair Compensation

EMTs highlighted the importance of financial remuneration, such as hazard allowances and risk pay, for improving job satisfaction and long-term commitment. The literature aligns with these findings, with studies indicating that perceived fairness in compensation is directly related to organizational commitment (Sudiro et al., 2021). EMTs noted that structured and transparent compensation policies, including performance bonuses and recognition for difficult duty assignments, would significantly enhance their willingness to remain with the service.

3. Mental Health and Emotional Support

Burnout and emotional stress were prominent concerns among EMTs, with many calling for increased mental health resources and institutional support. Bernales-Turpo et al., (2022), emphasize that poor mental health among healthcare professionals negatively affects job performance and patient outcomes. Respondents advocated for the establishment of mental health support programs, peer counseling, and open communication channels with leadership to address

these challenges. By prioritizing mental health, the service could improve overall job satisfaction and productivity.

4. Continuous Professional Development

Continuous learning and professional growth were identified as critical factors for EMT engagement. Respondents emphasized the importance of ongoing training, certifications, and mentorship as key motivators. This finding is supported by Redondo et al., (2021), who suggests that organizations that invest in professional development tend to experience higher levels of employee satisfaction and retention. By providing opportunities for skill development, the National Ambulance Service can reinforce EMTs' sense of value and commitment to their roles.

5. Recognition and Reward Systems

The need for formal recognition of individual and team achievements was a recurrent theme. Pedler et al., (2022) note that recognition fosters a sense of belonging and satisfaction, which are key drivers of motivation. Respondents suggested that regular acknowledgment of their work—whether through formal awards, public praise, or social media recognition—could enhance morale and create a positive work environment. Integrating structured recognition programs into the organizational culture would help sustain motivation and commitment.

6. Leadership Engagement and Support

Leadership emerged as a vital component in fostering a motivated workforce. EMTs called for leadership styles that are communicative, supportive, and visible. Transformational leadership, which involves inspiring and engaging employees, has been shown to positively impact motivation and commitment (Chua and Ayoko, 2021). Respondents expressed a desire for leaders who actively engage with their teams, listen to their concerns, and foster a culture of collaboration. Strong leadership would thus play a critical role in enhancing motivation and commitment.

7. Teamwork and Peer Support

Team cohesion and strong peer relationships were consistently mentioned as factors that positively influence EMT morale. Supportive relationships within teams can mitigate job stress and enhance job satisfaction, as suggested by Modaresnezhad et al., (2021). Respondents emphasized the importance of creating a team-oriented environment where EMTs can share knowledge, collaborate effectively, and support one another during challenging situations. Strengthening peer support systems is crucial for maintaining a resilient workforce.

8. Community Engagement and Social Recognition

A desire for greater community engagement and recognition of EMT roles was also expressed by participants. Respondents felt that being more visible and appreciated by the community would enhance their sense of purpose and motivation. Afshari et al., (2020) suggested that professionals who feel valued by the public are more committed to their roles. By fostering public awareness through education campaigns and community outreach, the National Ambulance Service can enhance EMTs' connection to the community and strengthen their commitment to the organization.

Conclusion

The findings from this analysis underscore the need for a multifaceted approach to improving motivation and commitment among EMTs in the Western North Region. Addressing resource shortages, providing fair compensation, prioritizing mental health, promoting professional development, implementing recognition programs, and fostering strong leadership and teamwork are key strategies that can significantly enhance job satisfaction. Additionally, greater community engagement can provide EMTs with a sense of purpose and social validation. By addressing these interconnected factors, the National Ambulance Service can cultivate a motivated, resilient, and committed workforce.

4.3 Chapter summary

The study findings on effects of motivation on commitment of emergency medical technicians (EMT'S) in national ambulance service revealed that intrinsic motivators, such as performing duties effectively and recognition from supervisors are key drivers of motivation, while elements like fair compensation are seen as only average motivators. Job satisfaction is tied to commitment to the role and a sense of fulfillment, but issues such as job stress and feelings of being undervalued remain significant challenges.

The findings identify seven key challenges impacting EMTs' work, including resource limitations, staffing shortages, insufficient financial support, mental health struggles, communication barriers, geographic constraints, and restrictive administrative policies. These challenges affect EMTs' ability to deliver effective emergency services, highlighting the need for targeted improvements.

The findings of the study about the strategies that can be employed to enhance motivation and commitment among EMTs in the National Ambulance Service revealed that, implementing recognition programs, improving resource availability, providing fair compensation, enhancing mental health support, fostering professional growth, ensuring strong leadership, and promoting community engagement are suggested to strengthen EMT motivation and retention.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of the research findings, the conclusion, and the recommendations of the study. This chapter also suggests areas for further research.

5. 2 Overview of the study

The study aims to effects of motivation on commitment of emergency medical technicians (EMT'S) in National Ambulance Service in Western North Region. The study employed exploratory sequential mixed-methods design with a quantitative and qualitative approach, utilizing the simple random sample technique was employed to select representatives from the population of Emergency Medical Technicians (EMTs) in the Western North region., which comprised a total of seventy-two (72) EMTs who participated in the study by filling out questionnaires. The findings of this study shed light on the effects of motivation on commitment of emergency medical technicians (EMT'S) in National Ambulance Service. Key variables, such as Motivation, Commitment, Emergency Medical Technicians (EMTs), and National Ambulance Service were identified. To achieve the study's objectives, a modified version of an existing questionnaire was used as the primary data collection tool. The data obtained were primarily analyzed through the use of frequencies, mean, and standard deviation to address the research question one and two whiles thematic analysis was used to analyze research question three and four. These analytical techniques were employed to derive meaningful conclusions from the gathered data.

5.3 Summary of Key Findings

The following are the key findings of the analyzed data:

The results of the first research question revealed that EMT personnel feel motivated when certain factors are applied, with intrinsic motivators being particularly influential.

Key motivators identified include a strong sense of duty and providing high-quality patient care and recognition from supervisors. Overall job satisfaction was also considered as a major factor that motivates EMTs. However, elements such as fair compensation and supportive organizational policies were perceived as average motivators. The findings indicate that EMTs personnel feel motivated when certain factors are applied, with intrinsic motivators being particularly influential.

The findings of research question two indicated that, that EMTs feel satisfied with their work when certain intrinsic motivators are present. Key factors contributing to high job satisfaction include a strong commitment to their role, a sense of purpose and fulfillment, and feeling that their contributions are recognized by their employer. These findings suggest that EMTs are primarily driven by a sense of duty and dedication.

However, challenges persist, with factors such as job and feelings of being undervalued considered average in terms of job satisfaction. High levels of stress among EMTs in the Western North Region are often attributed to long working hours, exposure to traumatic situations, and the emotional toll of critical decision-making. Also feelings of being undervalued suggest a lack of adequate recognition within the healthcare system, which can undermine morale and retention rates among EMTs.

The results of the study concerning the challenges faced by the EMTs in the discharge of their duties to clients in the Western North Region result revealed that, EMTs encounter significant

challenges due to inadequate resources, including insufficiently equipped medical facilities and unreliable supply chains. The necessity of traveling long distances to appropriate medical centers further delays patient care. Additionally, personnel shortages among EMTs lead to increased workloads, contributing to burnout and a decline in the quality of care.

The findings also indicate that insufficient compensation for high-risk assignments negatively affects EMT motivation and job satisfaction. Emotional and mental health challenges are another critical concern; the demanding nature of emergency medical work, coupled with frequent exposure to traumatic incidents, leads to burnout and emotional exhaustion.

It was also revealed that communication challenges arise from language differences, environmental noise, and cultural variances, which can hinder effective interactions with patients. Geographic factors further complicate the situation; poor road infrastructure and remote medical facilities restrict timely emergency responses, prolonging the time it takes to reach patients and potentially compromising care in life-threatening situations.

The study further disclosed that addressing resource shortages, providing fair compensation, prioritizing mental health, promoting professional development, implementing recognition programs, and fostering strong leadership and teamwork are key strategies that can significantly enhance motivation and commitment among EMTs in the National Ambulance Service in the Western North Region of Ghana. Additionally, greater community engagement can provide EMTs with a sense of purpose and social validation.

5.4 Conclusions

The results of the study revealed that complex interplay of intrinsic and extrinsic factors influence the motivation, job satisfaction, and challenges faced by EMT personnel in the Western North Region. EMTs are primarily driven by a sense of duty, a commitment to providing high-quality

care, and recognition from their supervisors, which significantly enhances their job satisfaction. However, factors such as insufficient compensation, inadequate resources, and a lack of recognition pose substantial challenges, contributing to burnout, emotional exhaustion, and feelings of being undervalued.

It was reveals that EMTs struggle with high workloads, long working hours, and the emotional strain of emergency situations, exacerbated by personnel shortages and resource deficits. Geographic challenges and communication barriers further hinder their ability to provide timely and effective care. Addressing these issues requires a holistic approach that includes improving resource availability, fair compensation, mental health support, and fostering a more supportive work environment.

The study suggests that enhancing intrinsic motivators through recognition programs, promoting professional development, and fostering a strong sense of purpose can strengthen EMTs' resilience and commitment. By addressing these multifaceted challenges, the National Ambulance Service in the Western North Region can better support its EMT workforce, ultimately improving both their well-being and the quality of emergency care provided to the community.

5.5 Recommendations

Based on the findings of the study, the following recommendations are suggested:

1. The National Ambulance Service should review and adjust compensation packages, including risk allowances and overtime pay, to reflect the challenges and risks associated with the role.

2. National Ambulance Service should implement formal recognition programs, such as "Employee of the Month" awards or commendation ceremonies, to acknowledge

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outstanding performance and contributions. This can reinforce a sense of value and appreciation among EMTs.

3. The National Ambulance Service should prioritize the allocation of essential medical equipment, streamline supply chains, and ensure the availability of well-equipped medical facilities.

4. Given the high levels of stress and emotional exhaustion associated with emergency medical work, it is essential to establish comprehensive mental health programs for EMTs. This includes providing access to counseling services, resilience training, and peer support groups to help EMTs manage the emotional toll of their work.

5. The National Ambulance Service should provide training in communication skills, including cultural competence and the use of translation services. This would help EMTs communicate more effectively with patients, improving the quality of care.

6. The National Ambulance Service should adopt more flexible administrative practices, including regular training on new procedures and the ability to adapt policies to address emerging challenges. This would reduce stress related to rigid protocols and promote a more supportive work environment.

5.6 Suggestions for Further Research

Based on the findings of the study the following are recommended for further research.

1. I suggest that further research should carried out to evaluate the effectiveness of specific mental health interventions, such as resilience training, counseling services, and peer support programs, on reducing burnout and emotional exhaustion among EMTs.

2. I suggest that further research be conducted to compare the Western North Region with other regions that have varying levels of resource availability and infrastructure. This could

help pinpoint specific challenges and shared trends related to job satisfaction and motivation among EMTs.

3. Future research could focus on the effectiveness of communication training programs in overcoming language and cultural barriers during patient interactions. Such studies could identify the most effective methods for improving communication between EMTs and patients from diverse backgrounds.

4. Further research could explore the balance between intrinsic and extrinsic motivators in different emergency healthcare contexts. This would help clarify how various motivational strategies can be optimized for different groups of EMTs.

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APPENDIX 1

UNIVERSITY FOR DEVELOPMENT STUDIES
FACULTY OF EDUCATION
EDUCATIONAL MANAGEMENT AND POLICY STUDIES

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P.O. Box TL1350
Tamale
Northern Region
Ghana, West Africa

Our Ref: ....
Your Ref: ....

DATE: 22nd April, 2024

The Regional Administrative Manager,
National Ambulance Service
Western North

Dear Sir/Madam,

LETTER OF INTRODUCTION

The bearer of this letter, Mr. Kyeremateng Ackah Evans is a postgraduate student studying at the Department of Educational Management and Policy Studies at the University for Development Studies (UDS).

He requires some information from emergency medical technicians to write his thesis titled **"Effects of Motivation on Commitment of Emergency Medical Technicians (EMT's) in National Ambulance Service in the Western North Region"** as a requirement for his MPhil programme.

Kindly give Mr. Kyeremateng Ackah the necessary assistance to enable him gather the information he needs for the research.

I would greatly appreciate it if you could provide the required assistance for his data collection in your outfit. Thank you.

Yours faithfully,

Quansah, JYD
Head of Department

APPENDIX 2

In case of a reply, the number

And the date of this

Letter should be quoted

My Ref. No. NAS/WNR/08/004

Your Ref. No.

NATIONAL AMBULANCE SERVICE

WESTERN NORTH REG. ADMIN.

P.O. BOX WF 134SEFWI BEKWAI– W/ N REG.

Tele: 0243159974/0246989178

GPS Address: WB-2797-245

TIMELY CARE SAVES LIVES

Date: 4/29/2024

To whom it may concern:

LETTER OF INTRODUCTION

I hope this fine you well.

I write to introduce the bearer of this letter Mr. Kyeremateng Ackah Evans, he is a student of the university for development studies (UDS) conducting research on the topic: effects of motivation on commitment of Emergency medical technicians (EMTs) in national ambulance service in the western north region.

Please do assist him in any form when he comes to your station for his data.

Thank you.

Yours Sincerely,

....

PAEMT Francis Annan Nkebi

(Regional Administrative Manager)

APPENDIX 3

UNIVERSITY FOR DEVELOPMENT STUDIES

FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL MANAGEMENT AND POLICY STUDIES

Dear Respondent,

I am embarking on a study that seeks to find out "Effects of motivation on commitment of emergency medical technicians (emt's) in national ambulance service ". I would be grateful if you could answer the questions below. There is no right or wrong answer. I am interested in your personal experience and opinion. The confidentiality of your information is guaranteed.

Instruction: For each item, please choose the answer that best describes your experiences by ticking [v]

SECTION A

Demographic Data

1. Gender ( ) Male ( ) Female

2. How long have you been working for National Ambulance Service?

1-5 years [ ] 6-10 years [ ] 11-15 years [ ] 16-20 years [ ]

3. What is your highest academic qualification?

SHS/ EMS Certificate [ ] Diploma [ ] Bachelor's degree [ ] Master's degree [ ]

5. What is your level / rank?

Basic EMT [ ] Advance EMT [ ] Paramedic [ ]

6. Presently, how will you rate the quality of Ambulance Service in this region?

Poor [ ] Average [ ] Good [ ] Very God [ ] Excellent [ ]

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SECTION B

KEY FACTORS THAT INFLUENCE MOTIVATION AMONG EMTS

Indicate your agreement or disagreement with these statements by a tick (√) in the spaces provided: SA=Strongly Agree; A= Agree; Disagree; SD = Strongly Disagree.

S/N	Item	Strongly Disagree	Disagree	Agree	Strongly Agree
	Resource Constraints				
1	I feel that my unit is adequately equipped with the necessary resources to perform my duties effectively				
2	The lack of sufficient resources and equipment hinders my ability to provide quality patient care.				
	Compensation and Recognition				
3	I feel that my compensation is fair and reflects the risks and intensity associated with my job				
4	I believe that my contributions to the organization are recognized and valued by my supervisors				
	Workplace Violence and Safety				
5	I feel safe and supported in my work environment				
6	The organization takes adequate measures to prevent workplace violence and ensure my safety.				
	Job Satisfaction and Commitment				
7	I am satisfied with my job overall.				
8	I am committed to my organization and plan to continue working here long-term.				

9	I feel motivated to perform my duties effectively and provide high-quality patient care.				
10	The organization's policies and procedures support my well-being and job satisfaction				

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SECTION C

EMTS' JOB SATISFACTION

Indicate your agreement or disagreement with these statements by a tick (√) in the spaces provided: SA=Strongly Agree; A= Agree; Disagree; SD = Strongly Disagree.

S/N	ITEM	Strongly Disagree	Disagree	Agree	Strongly Agree
	Motivation and Commitment				
1	I feel motivated to perform my duties as an EMT.				
2	I am committed to my work as an EMT				
3	I experience high levels of stress and burnout due to the demands of my job				
4	I feel undervalued and unappreciated by my employer				
5	I have a sense of purpose and fulfillment when working for my organization				
	Organizational Factors				
6	My organization prioritizes employee well-being and job satisfaction				
7	I have autonomy and decision-making authority in my work				
8	My organization has a positive culture and supportive leadership style				
9	I feel that my contributions are recognized and valued by my employer				
10	I am satisfied with my job overall.				

SECTION D

OPEN ENDED QUESTIONS

Research Question 3: What are the challenges faced by the EMTs in the discharge of their duties to clients in the Western North Region?

1. Can you describe the most significant challenges you face in your role as an EMT?..
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2. How do you handle situations where you have to prioritize one patient over another?
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3. What are the primary barriers to effective communication with clients during emergencies?
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4. In what ways do geographic factors in the Western North Region impact your work?
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5. How do you manage the emotional demands of your job, particularly when dealing with traumatic or critical situations?
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6. What specific incidents have highlighted the challenges you face in the field?

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7. How do external factors, such as community perceptions or support, influence your work?

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8. What role do administrative policies play in the challenges you encounter?

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9. How do emotional and mental stressors affect your performance and decision-making?

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10. In your opinion, what is the most pressing challenge that needs immediate attention?

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Research Question 4: What strategies can be employed to enhance motivation and commitment among EMTs in the National Ambulance Service in the Western North Region of Ghana?

1. What motivates you most in your role as an EMT?

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2. Are there any specific rewards or recognition systems that you feel would boost your morale and motivation?

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3. How do you think leadership and management could support your work as an EMT to enhance motivation and commitment?

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4. Can you describe a situation where you felt particularly engaged and motivated at work? What factors contributed to that feeling?

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5. What changes in working conditions would make you feel more valued as an EMT?

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6. Are there any opportunities for professional development or training that would enhance your skills and job satisfaction?

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7. How do you think peer support and teamwork can enhance motivation and commitment among EMTs?

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8. Are there any specific resources or equipment that would make your job easier and more efficient?

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9. Can you recall a time when you felt undervalued or unsupported in your work? How did that affect your motivation and commitment?

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10. What strategies do you think would foster a stronger sense of community and purpose within the EMT team?

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