

The Relevance of Motivation on Productivity of Health Workers; a Case Study of Karu General Hospital, Abuja

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DOI: [10.36347/sjams.2022.v10i07.015](https://doi.org/10.36347/sjams.2022.v10i07.015)

| Received: 09.05.2022 | Accepted: 17.06.2022 | Published: 30.07.2022

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Abstract

Original Research Article

The main purpose of this study was to examine the enormous role of motivation on the performance of health workers using the case of Karu general hospital, Nigeria. Our sample size for this study was fifty employees from this organization. Simple random sampling techniques were used to select the respondents to the questionnaires. Well-structured self-administered questionnaires were used as the main tool for data collection and were administered to fifty respondents out of which forty seven were retrieved and appropriately filled. Findings from the study revealed that job satisfaction, logistic provision, and an enabling work environment were intrinsic motivating factors that affected work performance of the health workers in this study: while extrinsic factors such as financial reward, accommodation, and transportation also impacted work performance. Furthermore, motivation was key to the work performance of nurses. In conclusion we recommended that staff development and training scheme should be given more emphasis by management to further achieve higher output from its employees.

Keywords: Motivation, Job satisfaction, Workers, Questionnaires.

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STUDY BACKGROUND

Motivation is a driving force in an individual, very important tool to management and if used well can bring about satisfactory performance and efficiency. It is a well-known fact that the best of these policies will not achieve the desired and expected result when these policies are handled by frustrated employees. In view of this fact, good management of human resources is of paramount importance for these achievement of improved performance and efficiency. The aim of every organization is to increase productivity and maximize profit [1]. The health care services of every country is aimed at providing comprehensive health care services for its citizens as well as making some profits from the services it renders. The human element even though most important is complex and unpredictable, over which Management has very little control. The level of

performance of an employee is a function of his ability and his/her motivation. His/her priority is what he can do and later determines what he "will" do. Motivation on its own for his purpose can be operationally referred to as the inner force that drives individual to accomplished personal and organization goals. Therefore, it is imperative that this research shall examine the relevance of motivation on productivity of health workers (a case study of Karu General Hospital) in order to attain stated organizational objectives and goals, and how their present level of motivation would affect their performances. Health requires motivated staff who shall in turn bring about efficiency and increase output [2].

It is often wrongly assumed that productivity is a sole function of individual performance. This is not,

as there are other factors which influence the individual and affect his performance. These factors include environment in which the individual works, the leadership demonstrated and the supervision given; the skills and knowledge of the individual and his personal attributes. All these factors bear on the individual's performance. The authority of an organization should therefore study their employees, recognize and harness such knowledge for the effective running of the organization. Motivation comes from within a person and group. Motivation is largely the result of leadership by the manager. If one looks at a group of person's performance on the same job, you will find out that some do the job better than others, this applies to all categories of workers. The difference is due to abilities and skills in the labor force. Another assumption is that it will reflect differences in their motivation. At any given point in time people vary in the extent to which they are willing to direct their energies towards the attainment of organizational goals and objectives [3].

The performance of a person on a job is considered as a function of two variables i.e. the ability or skill of the individual and the second refers to his/her motivation to use this ability and skill. It is clear that performance is not equal to the sum of an individual's ability and motivation but rather to the product of these two variables. Increasing the motivation of persons with low ability. The effects of each of these variables (ability and motivation) on performance is dependent upon the existing amount of the other. Fringe benefits, assumption, pensions, plans, group insurance, subsidized education, recreation, programme, comfortable working conditions, high wage levels, job security and promotion patterns, during the last twenty years, there has been a lot of research study to test the correctness of these assumptions that a person who is satisfied with the job will be an effective performer and less likely to leave the organization than people who are satisfied [4]. If reward and penalty are tied directly to his/her performance, thus the reward are conditional rather than unconditional i.e. individual incentives and wages. Promoting individuals on the basis of merit and recognizing and rewarding people for special accomplishments. In addition, penalties and typically made contingent upon failing below some minimal standards of performance. If a person has freedom in determining how he will do his job, he will regard his job more challenging than if he is told exactly what to do and when to do it.

The Need Hierarchy Theory

Satisfaction of Need at Work

Although, the above definition implies the opposite, it is possible for needs to be satisfied at work to some degree. Industrial psychologist have over years undertaken the task of identifying work related motivations that influence work performance and behavior. Human beings come to work place with their individual needs. A need is accomplished by a state of

drive or tension that results in behavior being directed towards a goal that will satisfy the need and thus reduce the drive tension. One of the most widely used work that first emerged is that of Abraham Maslow's hierarchy of need [5].

Herzberg's Theory of Motivational Hygiene

The American psychologist Frederick Herzberg propounded a theory of motivation at work which divides the factors of the work environment into two classes. The first group was called factors which describes people and prevent job dissatisfaction and maintenance because they are not completely satisfied. He called these group motivators or satisfiers as they seem to motivate people to higher levels of performance. Performance and productivity depends on both ability and motivation, thus unsatisfied hygiene needs (supervision and money) may lead to restriction of output. Hygiene factors when satisfied, tend to eliminate dissatisfaction and work restriction, but they do not motivate or cause an increase in ability. Thus hygiene factors affect individual's willingness or motivation and motivators impact on individual's ability [6].

The Expectancy Theory

The theory of motivation was explained by Victor Vroom. The essential element of this theory is that people will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their part will help them achieve the goal. He argued that motivation was a product of the anticipated worth to a person of an action and the perceived motivation that person would achieve [7].

MOTIVATION AND SATISFACTION

According to Koontz he refers to the drive and effort to satisfy a want or a goal. When we talk of motivates we think of needs, drives or desires within the individual, which can and do initiate and energize goal directed activity for him. It makes a difference in what a person will do. What a manager, must therefore do is to use those motivates which will lead people to perform effectively for the organization [8].

SATISFACTION

Refers to the contentment of experience what a want is satisfied. In other words, motivation implies a drive towards an outcome while satisfaction involves outcomes already experienced.

The basis of human actions or behavior is the satisfaction of needs, desires or drives which can be consciously or subconsciously felt. All human actions or behavior is aimed at satisfying one felt need or the other of the actor [9]. The satisfaction of this needs which seems non-existing in this cadre of staff may be one of the cause of low morale and indifference attitude to work. These cadre of staff needs encouragement, persuasion and motivators to be introduced from time to

time but in actual practice they are looked down upon. So work suffers consequently low productivity [10].

A COMMITTED AND MOTIVATED STAFF

Motivation is a very important tool in management and managers must learn to recognize what motivates the employee and use it. The factors which motivates people to be committed to their work are interrelated. A poor attitude to work has been detected among Nigerian workers in the public sector but the same is not true in organized private sector.

A man knows that his livelihood and future depends on how he performs his job, does not regard the work to be done as ultimately someone's responsibility. So, again he raises the question: why is it that those employed in the public sector act indifferently? The answer must be in the system. The supervisor or the leader who uses an authoritarian way of leading people in the work situation should not to succeed today; this approach might have worked years past [11]. Six main motivators in the work situation have been identified according to ¹² motivation theory:

1. Achievement
2. Recognition
3. The list of work itself
4. Responsibility
5. Advancement
6. Self-improvement

THEORITICAL FRAMEWORK

Motivation issues at work may show themselves in many ways, but common manifestations include: lack courtesy to patients; tardiness and absenteeism, poor process quality such as failure to conduct proper patient examination and failure to treat patients in a timely manner [13-15]. Yet health sector performance, and in turn, health outcomes are critically dependent on worker motivation (Martinez & Martineau, 1998) health care is highly labor intensive. Service quality, efficiency and equity are all directly mediated by workers willingness to apply themselves to their tasks. While worker performance is dependent on or limited by resources availability and worker competencies, the presence of these factors is not sufficient in themselves to ensure desired worker performance. Worker's performance is also contingent on workers' willingness to come to work regularly, work diligently, be flexible and carry out the necessary tasks [15].

REINFORCEMENTS THEORY

B. F. Skinner, who propounded the reinforcement theory, holds that by designing the environment properly, individuals can be motivated. Instead of considering internal factors like impressions, feelings, attitudes and other cognitive behavior, individuals are directed by what happens in the environment external to them. Skinner states that work environment should be made suitable to the individuals and that punishments actually leads to frustration and

de-motivation. Hence, the only way to motivate is to keep on making positive changes in the external environment of the organization.

MAYO THEORY

Elton Mayo (1880-1946) believed that workers are not concerned with money but could be better motivated by having their social needs met whilst at work (something that Taylor ignored). He introduced the Human Relation School of thought, which focused on managers talking more of an interest in the workers, treating them as people who have worthwhile opinions and realizing that workers enjoy interacting together.

Mayo conducted a series of experiments at the Hawthorne factory of the Western Electric Company in Chicago.

He expected to see productivity levels decline as lighting or other conditions became progressively worse.

What he actually discovered surprised him whatever the change in lighting or working conditions, the productivity levels of the workers improved or remained the same.

From this Mayo concluded that workers are best motivated by:

Better communication between managers and workers were consulted over the experiments and also had the opportunity to give feedback) [14].

CLAYTON ALDERFER'S ERG THEORY

Alderfer has tried to rebuild the hierarchy of needs of Maslow into another model named ERG i.e. Existence – Relatedness – Growth. According to him there are 3 groups of core needs as mentioned above. The existence group is the individual's needs to maintain interpersonal relationship with other members in the group. The final group is the intrinsic desire to grow and develop personally, the major conclusions of this theory are:

1. In an individual, more than one need may operative at the same time.
2. If a higher need goes unsatisfied than the desire to satisfy a lower need intensifies.
3. It also contains the frustration regression dimension [15].

METHODS

Research questionnaires were randomly administered to fifty (50) participants who willingly accepted to participate in this study at Karu general Hospital in Nasarawa State of Nigeria. Personal interviews were also conducted alongside. All wards and units were in this hospital were used after permission and ethical clearance were granted by the Chief medical director of the hospital. The respondents

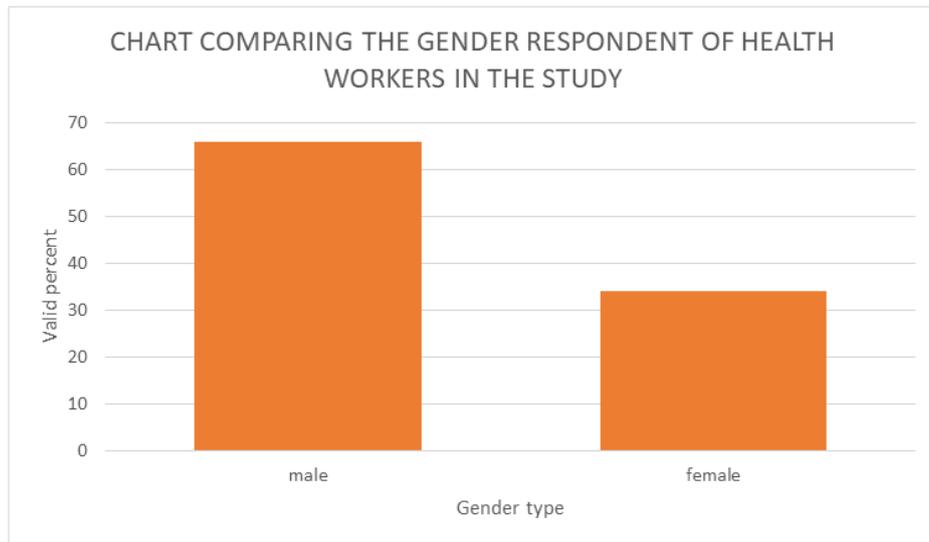
were made to independently complete the issued questionnaires. Issues not fully addressed in the questionnaire were subsequently clarified through interview with the principal heads at each units/wards.

RESULT

Out of the total of 50 questionnaires administered, only 47 participants responded and actively participated in this study. The “valid “ row stated in this paper indicates the number of Participants

to each item on this research work while the “missing” row indicates the items in the research work with no responses from the respective participants. The “valid percent” refers to the percentages of valid responses to the items in the research work. These items are: sex, Age, Educational qualification and marital status. These results are tailored towards the several theories earlier discussed above with respect to the need for motivation.

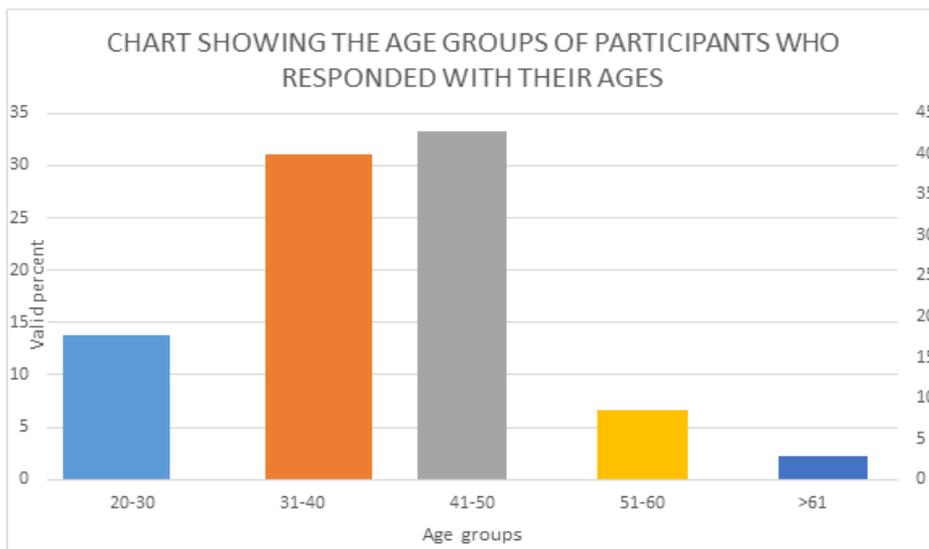
I. Sex



Out of 47 participants who were for the study, 42 indicated their sex while 5 participant did not indicate their sex. From the valid participants, 65.9%

showed that they were males while 34.1% indicate females.

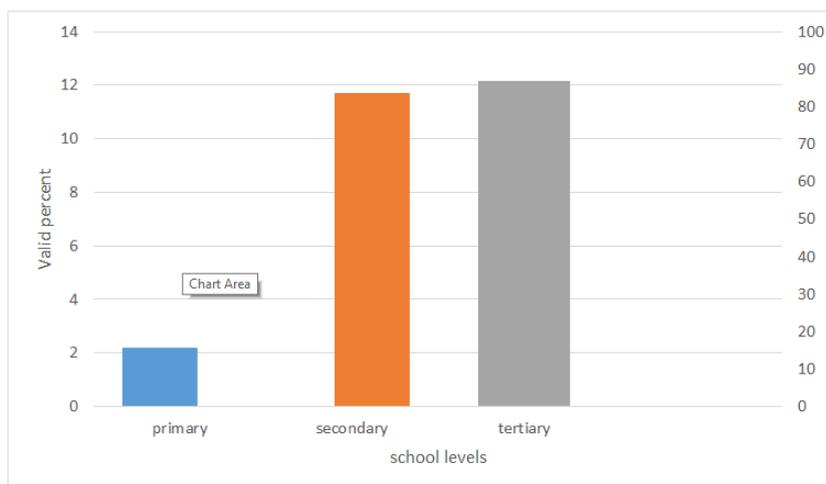
II. Age



Out of a total of 47 participants, 45 participants indicated their ages while 2 respondents did not indicate their ages. From the valid participants,

17.8% were aged between 20-30 years; 40%, 31-40; 33.3%, 41-50; 6.7%, 51-60; and 2.2% above 61. Majority of the participants were between ages 31-50.

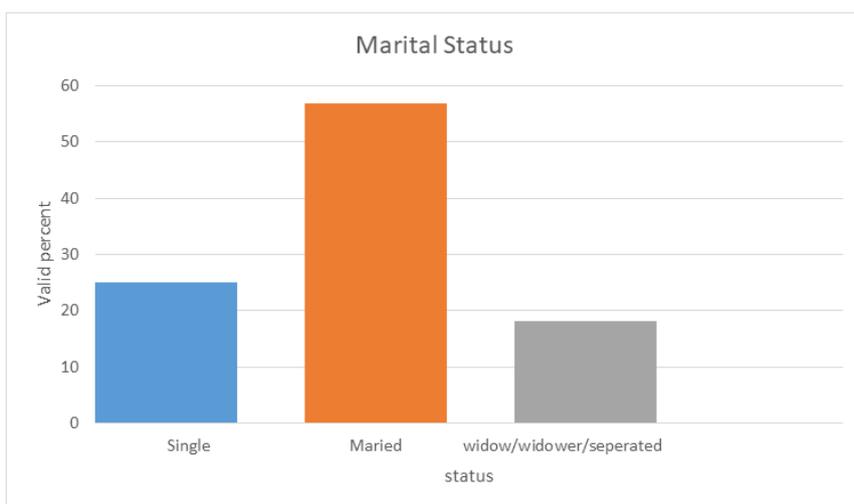
III. EDUCATIONAL QUALIFICATION



Of a total of 47 respondents, 45 respondents indicated their educational qualification while 2 respondents did not indicate theirs. From the valid respondents, 2.2% indicated they were primary school

leavers, 11.1% secondary and 86.7% were tertiary graduates i.e. the majority.

IV. Marital Status



Of a total of 47 respondents, 44 respondents indicated their marital status while respondents did not indicate theirs. From the valid respondents, 25% indicated they were single, 56.8% married (majority) and 18.2% indicated widow/widower/seperated.

activities in the areas of recognition of staff for job well done, and effective utilization of staff potentials. Rewards should be tied to performance in order to boost the workers morale. When a worker knows that he is recognized and he is important in the organization. He will be motivated to put his best. This has been proved at the hawthorn experiment by Elton Mayo and his associate. Equity theories can be seen in action in the guise of pay bargaining, for example, it is often assumed by both trade unions management that achieving parity in pay across various sector will achieve equity and will lead to increase productivity and performance. Herzerg underpins virtually every job enrichment of satisfaction approach. Recognition of the staff in this particular case and involving them in the planning and decision making by the authorities made them fell every important and put in their best.

DISCUSSION

This study established the fact that motivation has tremendous impact on performance. It has shown that if motivation is well directed, it will enhance workers performance and bring about job satisfaction. On the other hand, it equally shows that the level of performance will fall below standards due to frustration if handwork is not recognized and rewards accordingly. Such rewards may not be necessarily financial incentives. It is therefore imperative for the authorities of karu General hospital to re-direct their motivational

RECOMMENDATION

In view of the research that was carried out in this project work, the researcher wishes to make the following recommendations to further improve employee morale and satisfaction.

- i. A wage and salary guarantee, extension of plan to cover all employees irrespective of cadre and accurate methods for measuring output.
- ii. Since the extent to which an employee is satisfied or dissatisfied with his job depend on the job content, scope and environment of the job, job enrichment program and conducive working environment should be its pride or place.
- iii. Staff development and training scheme should be given more emphasis by management to achieve a reasonable output from its employees.
- iv. Housing schemes, loans should be given to junior and middle level management workers who cannot erect their own building to increase productivity.
- v. Modern equipment should be provided by the management to enhance the productivity of the employee and improve the service of the hospital to the society.
- vi. Study leave with pay for members of staff and scholarship scheme for their children is capable for boosting the morale of the workers, given the fact education is the priority of most families in this country. A worker fervently wishes that the children should obtain a first class education.
- vii. Communication is the life blood of every hospital organization. Plans programme, procedure and policies need to communicate to workers and their involvement in decision-making helps to motivate them and hence productivity.

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