

Employee Motivation and Job Performance of Workers in Nigerian Public Organisations: A Case Study of Nurses in Federal Medical Centre, Yenagoa Bayelsa State

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Abstract

This study investigates the level of motivation at incentives as it affects job performances among nurses in Federal Medical Centre (FMC) Yenagoa. The study uses a case study strategy which is nurses in federal medical centre Yenagoa and an explanatory research design. In order to achieve the set objectives, the study uses a stratified random sampling in sample selection by grouping the nurses according to the hospital departments and thereafter simple random sampling was used. Based on the size, fifty (50) questionnaires were administered on respondents from the 5 different departments and 46 were successfully retrieved and used for analysis. The survey design approach was used for the study with percentage frequency and chi-square technique used to test the 3-hypothesis formulated for the study. The findings from the study concludes that good remuneration, environmental working condition, supervisor's role and training and affect the performance of nurses in FMC and based on this, the management of FMC should ensure that these motivational incentives should be put in place so as to enable the nurses care for their patients.

Key Words: Motivation, Employee, Job performance

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Introduction

The human factor is the most vital and critical of all organization resources. The human factor, through the leadership mobilizes and utilizes all other factor for the production of concrete output. The non-human materials are considered to be mere potential until turned to consumable goods and services. Consequently, for optimum performance the work force needs to be regularly motivated and encourage through incentives which can be economic, material and psychological in nature” (Ajayi. 2004). People work for many reasons: to survive, to achieve personal goals, to feed their families, to be respected. They may excel at their jobs for other reasons: for pride of workmanship; because of ability, for personal, peer and social recognition etc. just as there are many reasons for ability, for motivation, there are also many theories to explain it.

Motivation is anything done or effort made to encourage the behavior of employee towards better performance in the course of accomplishing the goals of the organization. Motivation is the incentive inducement and rewards that are giving to workers at regular basis so as to boost their morale for enhanced productivity. The relationship between motivation and performance is often talked about but many studies did not make a concrete effort to study it in details. “Good motivating strategy should enable employees to put in work their knowledge, skill and expertise” (Mann, 2008).

The link between motivation and performance seems to be obvious, if individuals are highly motivated, they perform better. In turn, better performance may lead to a sense of achievement and result in greater motivation. “Managers use motivation in the work place to inspire people to work,

both individually and in groups to produce the best result for business in the most efficient and effective manner". (Bessie, 2008).

To further clarify our understanding of the concept, a number of theories have been given in management literature on how to secure consensus, co-operation and commitment at work place. Herzberg (1961) in particular empirically identified satisfaction /no satisfaction and dissatisfaction/ no dissatisfaction factor as the determinant of staff motivation. The satisfaction/no-satisfaction related factor motivate or demotivate workers while dissatisfaction/no- dissatisfaction provide a hygienic and conducive working environment which could either eliminate or encourage compliant about working conditions. "Employees believes are emotionally engaged when the organization has a mission or set goals / values and when their own personal goals match those of the organization" (Stacy 2002). In essence, workers are desirous to be recognized or given a feeling of importance and relevance in their work place and nurses are no exception. "Nursing is a health care profession that focused on the care of individual, families and community, so they may attain, maintain or recover optimal health and quality of life from birth to death." (Sondgrass, 2004).

The aim of the nursing community worldwide is for its professionals to ensure quality care for individuals who are not healthy. Therefore, nurse's motivation is very paramount in the health care sector for effective and efficient quality health care delivery. The general aim of this study is to examine the level of motivational incentives as it affects job performance among nurses in FMC, Yenagoa. The specific objectives of this study are to assess the level of remuneration of nurses and their jobs satisfaction in FMC, to ascertain the impact of environmental working condition of nurses on their performance in F.M.C., Yenagoa., to Investigate the impact of supervisor's role on the job performance of nurses in FMC, Yenagoa. Also ascertain the impact of promotion on nurse's performance in F.M.C., Yenagoa and the impact of training on nurse's performance in F.M.C.

Research Questions

- a. Does remuneration motivate me to perform in F.M.C.?
- b. Does working environment enhances nurse's performance in FMC?
- c. Does supervisor's role affect nurse's job performance in FMC?
- d. Does promotion motivate nurses to perform in F.M.C., Yenagoa.?
- e. Does training motivate nurses to perform?

Literature Review

In this new era, every organization treats its work force as an important source of its competitive advantage. Hence Lawler (2003) says "that it has become necessary for any organization to treat people in a right way in order to succeed and survive in the business world". An organization can increase productivity and improve performance only when it invests in employee (Gitman and Mc Daniel, 2008). For this reason, it is imperative that organizations should be able to attract, retain and develop talented employees. Understanding the factors that motivate employees and maximize productivity has become a crucial job to be performed by managers.

Banjoko (1996) opine that "no matter how vast your financial resources are, someone would have to decide how profitable to invest them; no matter how large your physical resources are, someone would have to decide how to effectively and efficiently use them and this is the human element". Whenever your machines get old, the human element takes the responsibility to assess the age of the machines and their continued usefulness. Whenever the tide of economic distress or depression blows, it behooves the human elements to put heads together to fashion out rescue or survival

strategies. The ability to reason, to respond to opportunities and threats, and to manipulate ideas are man's most highly developed and valuable talents. In these respects, the human factor excels over all other factors of production. It therefore becomes imperative that for an organization to function maximally, the human factor needed to be adequately motivated to enhance performance and productivity.

Concept of Motivation

The word motivation is a derivation from the latin word movere, meaning to "move". But this definition would not be considered adequate and encompassing and as such too narrow. Indeed, it is difficult to define the term motivation, equally difficult is its application in organization. Golembiewski (1973) collaborated this point when he states that "motivation often receives no precise conceptual definition; thus, implicit and explicit meaning of the term commonly differs." Atkinson (1964) attributed this difficulty in defining the concept to the fact that "the term motivation has no fixed meaning in contemporary psychology". There are about several definitions of motivation as there are writers and researchers. An examination of some of these definitions with their basic element gives a more comprehensible meaning of the term motivation. According to Berelson and Steiner (1964) motivation is defined as "all those inner striving conditions described as wishes, desires, drives etc. It is an inner state that activates or moves. Motivation involves effort, persistence and goals".

Balunywa, T. (2005) defines motivation as the inducement of a desired behavior within subordinates with a view of channeling their effort and activity to achieve an organization's goals. He adds that it's an internal drive to satisfy an unsatisfied need in an organization and is also an incentive action. Motivation is the drive to something (Ajayi, 2004). it can be defined as the direction and intensity of one effort to satisfy his/her needs (Nelson and Quick, 2003.)

Middlemist and Hist (1981) states that "motivation refers to the willful desire to direct one's behaviour". Hones G.R (2001) states "that motivation is concerned with how direction is stopped and what kind of subjective reaction is present in the organization". While all this is going on, Zedeck and Blood (1974) view 'motivation as a predisposition to act in a specific goal directed manner". Kelly (1974) says that "motivation has to do with the forces that maintain and alter the direction, quality and intensity of behavior".

Hoy and Miskel (1987) defined "motivation as the complex forces, drives, needs, tension state or other mechanism that starts and maintain voluntary activity directed towards the achievement of personal goals". Flippo E.B (1980) says that "motivation is the process of influencing or stimulating a person to take action that will accomplish desired goals". To Shaw (1983) "motivation is generally defined as a proponent state that energize and guide's behaviour, it is rarely measured directly but is inferred from changes in behaviour or even attitude".

For Golembiewski (1973) "motivation refers to the degree, implies the determination of the nature and locus of the force inducing the degree of readiness". From the above presented definitions of motivation, a number of ideas about the concept could be deduced.

- a) It involves purposive, designated goal directed behaviour.
- b) It deals with what starts and energized human behaviour, how it is directed and sustained.
- c) It is related not only to behaviour but also to performance.
- d) It involves certain forces acting on or within in a person (to initiate or direct behaviour).
- e) It is not measured directly but inferred from behaviour and even attitudes

- f) Theories present slightly different interpretations and placed emphasis on different aspects.
- g) Physiological, psychological and environmental differences of individual employees are important factors to be considered.

Beyond defining motivation, however, researchers have also categorized various types of motivation, based on whether the motivational states are internally or externally derived. These are intrinsic and extrinsic motivational state:

Types of Motivation: Intrinsic and Extrinsic

By looking deeper into the multiple theories of motivation, one will find that there are two basic types of motivation; intrinsic and extrinsic motivation. Intrinsically motivated behaviour are seen when there is no other apparent reward except the activity itself (Deci, 1975). Malone and Lepper (1987) have defined it as “what people will do without external inducement”. Examples of intrinsic motivation are hunger, a sense of duty, altruism, and desire to feel appreciated. Extrinsically motivated behaviours are those seen, examples of extrinsic motivation are money, rules and laws and the physical environment.

Deci and Ryan (1985) state that intrinsically motivated behaviour are innate and can result in creativity, flexibility and spontaneity while extrinsically motivated behaviour are generally done as a consequence of pressure and result in low self-esteem and anxiety. However, even the mere identification of intrinsic/extrinsic behaviour has been a topic of debate (Scott, 1975; Guzzo, 1979). Despite this, the distinction between intrinsic and extrinsic motivation is an important one given their impact upon each other.

There has been much research into the effects that intrinsic and extrinsic motivation have upon each other especially in the field of education. It has been found that many students do not find studying to be intrinsically rewarding and that extrinsic motivation has the exact opposite effect on student achievement than is desired. In fact, Cameron and Pierce (1994) have shown “that when individuals are asked to complete a task, mere verbal praise after successfully completing the task increases intrinsic motivation”. Contrary to popular belief, the use of expected extrinsic rewards for completing the task actually produces negative motivational effect for future task completion once the reward is removed. However, Cameron and Pierce (1994) also found that ‘reinforcement unlike reward does not harm intrinsic motivation.’”

Taking these findings into the realm of motivation in organizations, we must now be cognizant of the fact that by simply applying extrinsic motivation methods without addressing intrinsic factors, managers could be doing more harm than good. Also, managers must understand that by simply rewarding workers through extrinsic means, they are perpetually creating a destructive cycle of continual reward and decrease intrinsic motivation. It is important to keep this in mind as we cover the myriad of theories and needs outlined below.

Motivation Incentives

Many different scholars have agreed and disagreed on the way employees should be motivated. Some states clearly that in order to motivate an individual, a financial benefit has foregone by the motivator where as others believe that money is not a true motivator hence both financial and non-financial incentives are considered. According to Cole (2001). Financial incentives are rewards / payment that employees get in consideration of their contribution towards the organization. He adds that these are payments for labour as a factor of production.

- i) **Wages and Salary:** Lindner (2000) notes that, though monetary methods of motivation have little value, many firms, / organization still uses money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on years of work and are paid at the end of each month.
- ii) **Fringes Benefit :** According to Doellgast (2006) fringe benefits are often known as “perk” and are items an employee receives in additional to their normal wages / or salary. These includes.
- iii) **Training Opportunities:** Hammer (2002) states that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of hoe to deconstruct task and challenges and thereby fell less intimidated by their job. Herzberg agrees to Hammer assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

Job Rotation

Folwer (2001) reveals that when an employee does one kind of job week –in-out, they will always, get de-motivated to carry on with their work more especially when work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging task in order to keep their mind busy and feel like they are doing something for the organization. However, Clifford (2002) disagrees with this revelation. He states that job rotation does not actually lead to motivation of employee, it just helps the employee not to get bored with their work.

Communication Style

Managers need to be clear when talking to their employees and let them know that their opinion or views are important in building a viable organization. Strong communication skills arte necessary when assigning tasks to the employees so that the tasks are clearly defined and understood. Marie (2002) states that managers ought to communicate to their subordinates in such a way that the subordinates feels like they are not forced to do a particular job. Jean (2002) agrees and asserts that mangers should develop and inclusive approach to decision making if at all they.

The Relationship Between Employee Motivation and Performance

A number of studies have examined the relationship between motivation and performance koestner (2003) wrote that if motivation is crucial for initiating behaviour, then performance exists at the opposite end of the spectrum and is defined as the outcome of a motivated act. Postic (2005) says that people need motivation just as piece of equipment need fuel and operators. This is highly demanded to ensure that they are always at their optimum working condition. In turn, this will absolutely lead to optimum productivity. According to Dems k. (2010). The value of human resources productivity is a managerial concern. Employee motivation is a classic response on this matter. This has been utilized for ages by many different entities, small and medium, large scale businesses alike. It fosters mutual growth in an employer-employee relationship. Indeed, motivation increases productivity.

Shared Ideology of Motivation And Performance

Stacey (2010) emphasizes the power of shared ideology as the driving force of employee behaviour. According to him successful organizations are ones in which people are driven by a sense of excitement and where they have strong feeling of belonging to the organization. Baurawa (2001) observed that poor attitude to work in general and teaching hospitals were as a result of poor rewarding system which causes dissatisfaction on the job. he further observed that the type of

relationship between the superior and subordinate in terms of leadership style exhibited by boss will affect worker's attitude to work.

Radeliffe (2009) said "whether or not satisfaction of working life of nurses and performances are directly and strongly correct is not the issue". The issue is that to attract and retain quality employee in any sector, employers will have to treat their workers as their most important asset. Dulucia and Palmieri (2010), stated that, quality of working life and job motivation and performance of nurse required changed culture, and a change of attitude and working methods. According to them, two things are required for staff to produce quality. First, workers need a suitable environment in which to work. Second, they need basic knowledge of the profession and they need to work with system and procedures which are simple but yield positive outcomes in doing their jobs.

Data and Method

The use of both primary and secondary data sources is applied. The primary data refers to raw fact collected or generated in a given research for the first time. The data was generated from the sample population by the use of a questionnaire. Secondary data involves sourcing for already processed information. By reviewing relevant text book, journals, records of FMC and other published materials about the research topic.

The study will use a questionnaire as an instrument for data collection. A questionnaire is a list of questions drafted to be filled by the respondent. This is the basic tool used in data collection. The questionnaire will contain close ended questions and the variables therein were measured using likert scaling techniques. The sample size for this study is 50 nurses proportionately allocated to the 5 major department, with a population size of 83 nurses. The data was gathered by the use of questionnaires collected from the sample number of nurses from FMC, processed by editing and computing. It was also analyzed by the use of tables, using Pearson correlation coefficient techniques with the aid of SPSS. 17 version.

Data Presentation, Analysis and Interpretation

Data Presentation

Data collected from nurses in F.M.C. were presented in the form of tables and analyzed using percentages and frequencies. Also, the three hypotheses formulated to guide the research were analyzed using Chi-Square at 0.05 significant levels with the aid of SPSS.

Data Analysis

The three hypotheses formulated to guide the study were analyzed using Chi-Square test at 0.05 significant levels.

Decision Rule: Reject the null hypotheses if Chi-Square calculated is greater than Chi-Square tabulated.

Hypothesis 1

Ho₁: Good remuneration of nurses has no significant effect on their job performance.

			Good remuneration motivates nurses to perform			Total
			Agree	Undecided	Disagree	
Department of respondent	Pediatric	Count	9	1	2	12
		Expected Count	8.6	1.7	1.7	12.0
	Medicine	Count	6	1	2	9
		Expected Count	6.5	1.3	1.3	9.0
	out patient	Count	10	2	0	12
		Expected Count	8.6	1.7	1.7	12.0
	Surgery / Theater	Count	5	2	1	8
		Expected Count	5.8	1.1	1.1	8.0
	Casualty	Count	6	1	2	9
		Expected Count	6.5	1.3	1.3	9.0
Total		Count	36	7	7	50
		Expected Count	36.0	7.0	7.0	50.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.080 ^a	8	.000
Likelihood Ratio	30.962	8	.000
Linear-by-Linear Association	15.969	1	.000
N of Valid Cases	50		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .32.

The result of our analysis using Chi-Square test revealed that Pearson Chi-Square calculated 37.080 is greater than Chi-Square tabulated 15.51. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted which states that good remuneration affects nurse's performance.

Hypothesis 2

H₀₂: Environmental working conditions of nurses have no significant effect on their job performance.

			Environmental working condition greatly improves the performance of Nurses in FMC			Total
			Agree	Undecided	Disagree	
Department of respondent	Pediatric	Count	9	1	2	12
		Expected Count	8.9	1.4	1.7	12.0
	Medicine	Count	6	1	2	9
		Expected Count	6.7	1.1	1.3	9.0
	out patient	Count	9	2	1	12
		Expected Count	8.9	1.4	1.7	12.0
	Surgery / Theater	Count	6	1	1	8
		Expected Count	5.9	1.0	1.1	8.0
	Casualty	Count	7	1	1	9
		Expected Count	6.7	1.1	1.3	9.0
Total		Count	37	6	7	50
		Expected Count	37.0	6.0	7.0	50.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.807 ^a	8	.011
Likelihood Ratio	15.512	8	.050
Linear-by-Linear Association	8.629	1	.003
N of Valid Cases	50		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .16.

The result of our analysis using Chi-Square test revealed that Pearson Chi-Square calculated 19.809 is greater than Chi-Square tabulated 15.51. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted which states that environmental working conditions of nurses have significant effect on their job performance.

Hypothesis 3

HO₃: Supervisor’s role has no significant effect on nurses’ job performance.

			Supervisors Role Affect Nurses performance in FMC			Total
			Agree	Undecided	Disagree	
Department of respondent	Pediatric	Count	8	1	3	12
		Expected Count	7.9	1.2	2.9	12.0
	Medicine	Count	7	1	1	9
		Expected Count	5.9	.9	2.2	9.0
	out patient	Count	7	1	4	12
		Expected Count	7.9	1.2	2.9	12.0
	Surgery / Theatre	Count	5	1	2	8
		Expected Count	5.3	.8	1.9	8.0
	Casualty	Count	6	1	2	9
		Expected Count	5.9	.9	2.2	9.0
	Total	Count	33	5	12	50
		Expected Count	33.0	5.0	12.0	50.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.309 ^a	8	.001
Likelihood Ratio	20.143	8	.010
Linear-by-Linear Association	10.971	1	.001
N of Valid Cases	50		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .32.

The result of our analysis using Chi-Square test revealed that Pearson Chi-Square calculated 25.309 is greater than Chi-Square tabulated 15.51. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted which states that supervisor’s role has significant effect on nurse’s job performance.

Data Interpretation

The study was on employee motivation and job performance. Data collected from sampled nurses from F.M.C. was analyzed using percentages and frequencies. Based on the sample size of 50, personnel interview was conducted on respondents and all 50 questionnaires were successfully retrieved and used for the analysis. The result of the three hypotheses using Chi-Square test

confirmed the earlier conclusion. The result of the first hypothesis revealed that good remuneration affects nurse's performance. The result of the second hypothesis revealed that environmental working conditions of nurses have significant effect on their job performance. Lastly, the result of the third hypothesis shows that supervisor's role has significant effect on nurse's job performance.

Conclusion

A vibrant and well-motivated employee are the key to the success of any organization; therefore, it is imperative that management ensure that employees are well motivated so as to make them highly productive. The findings from this study concludes basically that good remuneration, environmental working conditions, supervisor's role and training affect the job performance of nurses in F.M.C.

Recommendations

Based on the result of the analysis, the following recommendations are proffered.

- i. Management of F.M.C. should ensure that the environmental working conditions are conducive so as to create the right atmosphere for the nurses to work so as to address the complain of poor work environment.
- ii. Management of F.M.C. should ensure that the remuneration of nurses are reviewed upward periodically to cushion the inflationary trend. This is necessary to address the complain of inadequacy of remuneration amongst majority of the nurses.
- iii. Management of F.M.C. should ensure that nurses are sent on regular training, seminars and workshop to keep them abreast with modern working equipment.
- iv. Management of F.M.C. should ensure that there is harmonious work relationship between nurses, doctors, pharmacist, management and their supervisors to create the right atmosphere for employees to work.

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