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EFFECT OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE IN A PUBLIC HEALTH CENTRES IN NIGERIA (A CASE STUDY OF SELECTED LOCAL GOVERNMENT HEALTH CENTRES IN OSUN STATE)

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Abstract

This study examined the effect of employee motivation on job performance in public health centres in Nigeria. The objectives were to investigate the relationship between employee motivation and staff performance in Nigeria public health centres and specifically to examine the significant joint effect of leadership style, reward of percentage and mean were used to analyze the demographic variables while inferential statistics of multiple regression analysis and analysis of variance (ANOVA) were employed to evaluate the effect of employee motivation on job performance. The findings showed that leadership style ($\beta=0.395$, $p=0.035$), Reward system ($\beta=0.569$, $p=0.000$), promotion ($\beta=0.369$, $p=0.039$) were significant determinant of job performance. It was therefore concluded that there was a significant relationship between employees' motivation and job performance to a greater extent. The study then recommended good leadership style, prompt payment of salaries and allowance and promotion of staff as at when due to enhance good performance in the state.

Keywords: Employees, motivation, performance organization, and productivity

Introduction

Motivation is the most important aspect of any organization either in public or in private sector. For an organization to succeed effectively, motivation plays an important role in the achievement and performance of an organization. All organizations encounter the matter of motivation whether they are in the public or private sector (Chintalo & Mahadeo, 2013). According to Chaudhary & Sharma (2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. Therefore, "employees motivation mean the process in which organizations inspire their employees with the shape of rewards, bonus etc. for effective performance.

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. Organized organizations usually see an average worker as the root source of quality and productivity gain. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement, therefore, using every opportunity to motivate and increase the level employees' participation in taking relevant and strategic decisions in order to increase the level of performance. According to Lambert, Hogan, & Barton (2001), for every organization to survive, the need to adopt and integrate to the global changing patterns which is accelerating at an enormous speed becomes inevitable. Since management is about getting things done through people, therefore, there is a greater need to employ various techniques to motivate employees to perform to the best of their ability. Garman, Davis-Lenane, & Corrigan, (2003) added that corporate survival and business excellence which are dependent variable on human factor becomes unrealistic until managers identify and relate with employees and their job and to anticipate the effect on future attitude and performance.

It is easy for organizations to exchange their resources, material, needs, goods and services but the only one resource which is not easily exchangeable is human resources. It is therefore necessary to say that employees are the very important or most competitive assets of any organization that cannot be exchangeable. In view of this, it is vital for organizations to constantly monitor and create friendly relationship with their employees in order to increase job performance. Employees are the bedrock of every organization, therefore, making it necessary for organization to consider the vitality of the human resources in achieving organizational

objectives, thereby making it germane for a friendly and favorable relationship between employers and the employees. One of the elements of success in business requires the commitment and sacrifice of employees. Employees are particularly important participants in the formation and projection of the image that customers get in relation to the service outcome. Therefore, organizations should do things possible to motivate their employees in order to increase job performance. This study hereby examines the effect of employee motivation on job performance in a public health centres in Osun State, with specific objectives to:

- i. investigate the relationship between employee motivation and staff performance in Nigeria public health centres.
- ii. examine the significant joint effect of Leadership Style, Reward system, promotional strategy, structure of work, organizational climate on job performance

Literature Review

Concept of Motivation

Motivation as a concept was of much interest to psychologists and behavioral scientist in the past years. At present, motivation is being widely practiced by all organizations as they now see it as important in their work settings. The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. By motivation, it then means the degree to which a person is moved or aroused to act (Rainey, 2003). Dictionaries simply describe motivation as "the goad to action" (Mitchell, 1982), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual's behavior toward attaining a goal (ibid.; Greenberg & Baron, 2003; Robbins & Judge, 2008). The latter definition underlines three pillars of motivation. The first – arousal – has to do with the drive or energy that ignites behavior (Greenberg & Baron, 2003). The second – direction – has to do with the type of behavior that is exerted and whether it's in line with demand or organization goal (Robbins & Judge, 2008). The third pillar – persistence – deals with the lastingness of behavior. Though, this factor is of less importance, because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes (Mitchell, 1982).

Bruce & Pepitone (2008) argued that motivation is fundamentally an inside job. It originates from within the individual and causes him/her to be internally stimulated. This type of motivation is called intrinsic motivation. Ryan and Deci (2000) consider intrinsic motivation to be the most important and pervasive motivation. Because it is through this kind of natural motivational tendency that humans develop cognitive, social, and physical abilities. Boddy (2008) defined motivation as the forces within or beyond a person that arouse and sustain their commitment to a course of action. According to Robbins & Decenzo (2008), motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the efforts and ability to satisfy employees' needs in order to perform effectively. They further asserted, that motivation is a function of three key elements thus; effort, organizational goals and needs. Managers believe that the continued success of their businesses depends on being able to attract and retain staff, therefore, the urgent need to observe it.

Importance of Employee Motivation

The importance of motivation seems to be increasing within the years, prior to 1980, the term appeared approximately 5,000 times each decade, whereas in the 1980s and 1990s it appeared more than 12,000 times each decade, and since 2000 it has been mentioned over 14,000 times (Dieleman & Toonen, 2006). What makes motivation so important? In one word, the answer is "performance". Productivity is the *raison d'être* of goals by increasing efficiency and effectiveness. Although many factors contribute to productivity, job performance is viewed to be the most influential one (Mitchell, 1982), work motivation does not determine employee's level of performance, but it does influence his/her effort toward performing the task (Ahlstrom & Bruton, 2009). The role of motivation in performance can be summarized in the following formula:
$$\text{Performance} = \text{Ability} \times \text{Understanding of the task} \times \text{Motivation} \times \text{Environment}$$

Accordingly, in order to perform well, employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expend effort to do so. Employees need to work in an environment that allows them to carry out the task, e.g. by allocating sufficient resources (Mitchell, 1992). The multiplication sign in the equation emphasizes the importance of motivation – if motivation is equal to zero, even the most talented employee will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps (Landy & Conte, 2010). A good example for the latter situation is a new worker or trainee, who joins the organization fully motivated to work, yet lacks skills and experience.

Relationship between Employee Motivation and Job Performance

It is already argued that managers need to motivate employees to perform well in the firm, since the organization's success is dependent upon them (Ramliani, 2008). However, it is only later research that succeeded in establishing a positive correlation between employee motivation and job performance. The viewpoint that motivation causes performance comes from human relations theory (Filley et al., 2006). The relationship between employee motivation and job performance has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two (Vroom, 1964). Yet it seems that the factors do influence each other. Petty et al. (1994) reviewed the 15 studies Vroom (1964) used in his research and added another 20 more recent studies; they concluded that employee motivation and performance are indeed related. The results of their research indicate that the relationship between individual, personal job satisfaction and individual job performance is more consistent than reported in previous researches. Hackman and Oldham (1976) argue that when employee satisfaction is added, a circular relationship is formed with performance, satisfaction and motivation.

The term satisfaction is also used by Herzberg (1959); he argues that when intrinsic factors (motivators) are present at the job, satisfaction is likely to occur as well as an increase in employee motivation. Amabile (2003) states that work performances are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. It is also argued that certain job characteristics are necessary in establishing the relationship between employee motivation and performance (e.g. Brass, 1981; Hackman & Oldham, 1976; etc.).

Brass (1981) argues that when certain job characteristics are present in an organization, employees are better motivated and an increase in performance is noticeable. Job characteristics refer to specific attributes or dimensions that can be used to describe different tasks (Griffin et al., 1981). Hackman and Oldham (1976) defined five job characteristics, which are based on the Two-Factor Theory from Herzberg (1959). Those characteristics are: skill variety, task identity, task significance, autonomy and feedback. The results of their study indicate that employees, who work on jobs scoring high on the five characteristics, show high work motivation, satisfaction and performance (Brass, 1981). Hackman and Oldham (1976) conclude that employees can be motivated through the design of their work; they argue that by providing certain intrinsic and extrinsic factors an employee can be motivated to perform well.

The five job characteristics (skill variety, task identity, task significance, autonomy and feedback) can bring the employee to three "critical psychological states", namely: (1) experienced meaningfulness of the work, (2) experienced responsibility for outcomes of the work and (3) knowledge of the actual results of the work activities (Hackman & Oldham, 1976). According to Hackman and Oldham, the three critical psychological states will lead to high motivation, satisfaction and performance. A visual presentation of their theory is added in figure 2.3.1. Hackman and Oldham (1976) also argue that the growth need strength of the employee has a role in the relationship; employees who have a high need for personal growth and development will respond more positively to a job high in motivating potential than employees with a lower need for growth strength. According to them, growth need strength has a moderating effect on the relationship. This statement is also argued by Fumham et al. (1998); they state that personality differs in extent to how employees react to intrinsic and extrinsic values. Their research concludes that for introverts, extrinsic factors are more important, and introverts are more intrinsically motivated. Therefore introverts are less satisfied than stable individuals and perform to a lesser extent. This concludes that there is also a relationship between personality and performance. (Gray, 1975).

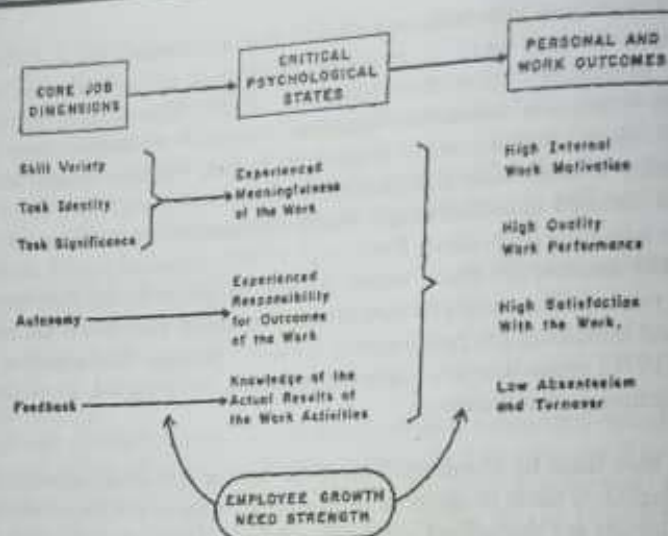


Figure 2.3.1: Hackman and Oldham's (1976) theory

However, the exact relation among motivation, satisfaction and performance is not yet defined. Petty et al. (1984) argue that the relationship is circular and starts by a high performance causing satisfaction. According to them, when the employee performs well on a particular task, satisfaction will occur. Because of the internal satisfaction of the employee, the employee is motivated to try to perform well in the future (Brass, 1981). The circular relationship between performance, satisfaction and motivation is shown in figure 2.3.1. According to Hackman and Oldham (1976) the result is "a self-reinforcing cycle of work motivation, powered by self-generated rewards (satisfaction), that will continue until one of the three psychological stages is no longer present, or until the employee no longer values the internal rewards (satisfaction no longer occurs) form his/her good performance". However, Hackman and Oldham's (1976) theory is based on intrinsic factors because they argue that an increase in extrinsic factors does not lead to an increase in performance.

Theoretical Review

Public health centres Motivation (PSM) Theory

The **Public health centres Motivation theory** postulates that public employees are unique and differ from their private sector counterparts in so far as they are driven primarily by intrinsic motives rather than extrinsic ones, such as financial rewards (Anderfuhren-Biget et al., 2010). The idea of PSM was developed in response to the rise of the New Public Management (NPM) movement since the beginning of the 1980s, which calls for the introduction of market-style mechanisms like performance-related pay into the public sphere (Perry & Wise, 1990; Perry & Hondeghem, 2008). NPM proponents believe that public employees are motivated by their own self-interests, and thus their behavior should be controlled by extrinsic incentives (Perry/Wise, 1990). PSM, on the other hand, posits that public servants are driven by higher-order needs and have a zeal for serving the general public good. Therefore, Le Grand (2006) names the former "knaves", whereas the latter he calls "knights".

Several attempts have been made in the past to define PSM (Perry & Wise, 1990; Vandenabeele, 2007), yet most of them were quite obscure. Lately, Perry and Hondeghem (2008) offered a simple definition, which claims that PSM focuses on "motives and action in the public domain that are intended to do good for others and shape the well-being of society". Perry and Wise (1990) recognize three categories of PSM:

1. **Rational** – individual's involvement in the public sector is grounded in a wish for utility maximization, e.g. self-commitment to reach social equity.
2. **Norm-Based** – involvement is generated by efforts to conform norms, e.g. the desire to serve the public or self-sacrifice/altruism.
3. **Affective** – involvement is triggered by emotional responses to social contexts. That can be compassion or

All three categories have been proven to have motivational influence on public employees (Anderfuhren-Biget et al., 2010). In part, this can be explained by a self-selection process that helps endow public organizations with a high PSM workforce (Gallmard, 2010). The growing evidence of the existence of PSM has led

Paarlberg, Perry, & Hondeghem (2008) to develop strategies that reinforce individuals' PSM behavior. These strategies "incorporate public health centres values across all levels of the organization's management system" (Paarlberg, Perry, & Hondeghem, 2008). That is, the work of Paarlberg, Perry, and Hondeghem actually ascribe PSM-oriented tools to traditional motivational factors. Drawing, then, on Paarlberg, Perry, and Hondeghem's strategies, PSM supports the use of training, feedback, important work, goal-setting, participation, interpersonal relationships, relatedness, and rewarding as motivational factors. Furthermore, alongside PSM, recognition has been shown to be a strong motivator in the public sector (Anderfuhren-Biget et al., 2010).

Research Method

Research Design

This study examines the effect of employee motivation on job performance in a public health centres. It is a survey research study and therefore adopted a descriptive design to elicit information through the use of questionnaire.

Sources of Data

Primary data was used. Primary data was obtained with the aid of questionnaire. The use of questionnaire was employed to gather necessary and relevant data from the respondents who were employees of the selected health centres in order to determine the level of motivation received from management, while the data from the patients is to determine the level of service delivery in order to ascertain job performance.

Primary data was obtained from questionnaire administered to respondents across the selected health centres in the districts. However, six centres (two each from the three Senatorial Districts) were taken into consideration. 20 questionnaires were administered to the staff of each Health centres, as well as 50 patients who visited the health centres for medication in each of the three senatorial districts, totaling 420 questionnaires in all. Out of the 120 questionnaires administered to the staff of all the health centres, only 88 were retrieved. Out of the 300 questionnaire administered to the patients, 277 were retrieved. In all, 365(86.9%) questionnaire were used for the purpose of analysis. Two sets of questionnaire were issued to the two groups in the study.

Model Specification

(a) Multiple regressions

In the model, the adoption of Employee Job Performance, which was assumed to be a function of 5 motivational variables, is mathematically expressed as:

$$EJP = f(X_1, X_2, X_3, X_4, X_5, e \dots \dots \dots (1)$$

Leadership Style, Reward system, promotional strategy, structure of work, organizational climate

Where

EJP = adoption of Employee Job Performance

X_1 = Leadership Style

X_2 = Reward system

X_3 = Promotional Strategy

X_4 = Structure of Work

X_5 = Organization Climate

e = stochastic error term

Method of Data Analysis

Descriptive statistics of percentage and mean were used to analyze the demographic variables. Inferential statistics of multiple regression analysis, regression analysis and analysis of variance (ANOVA) were employed to evaluate the employee motivational factors influencing job performance and test the formulated hypotheses using a specified model at 5% level of significance.

Research Hypotheses

The hypotheses are stated in null forms

H₀₁: There is no significant relationship between employee motivation and staff performance.

H₀₂: Leadership Style, Reward system, promotional strategy, structure of work, organizational climate cannot jointly predict job performance.

Results and Discussion

The total number of questionnaire used for analyses was 365 (86.9%) out of 420. The results from the descriptive analysis shows that the health centres make use of knowledge of female in their recruitment exercise as the gap between male and female employees of the health centres are very far apart 22.7% male to 77.3% female. The age distribution of employee is being dominated by the working age group dominating, as 70.5% of the employees fall between ages 25 and 45 years, and this point to the facts that most of the employees are able bodies and this is the reason why the sampled health centres still managed and survive in this challenging and volatile market environment. 70% of questionnaire issued to the health centres staffs showed that they had a minimum qualification of B.Sc/HND in various fields ranging from Nursing, laboratory technology, Micro Biology, Pharmacy. Others (30%) had lesser qualifications such as OND, NCE and O' Level certificates. This implies that the sampled health centres in Osun State have critical mass of highly skilled individuals who have the requisite knowledge that is needed to offer quality health service. A significant (87.4%) of the respondents had working experience between 1 and 10 years and therefore likely to have reasonable exposure to health care matter in Osun State.

Testing of Hypotheses

The hypotheses are stated in null forms

Hypothesis One

H₀₁: There is no significant relationship between employee motivation and staff performance.

Table 4.1.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.620	.601	.59304

a. Predictors: (Constant), Motivation
b. Dependent Variable: Job Performance
Source: Authors' Computation, 2016

R² value of 0.620 reveals that motivation independently accounts for 62.0% of the variation in job performance thereby accepting the alternative hypothesis and rejecting the null hypothesis.

Table 4.1.2: NOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.240	4	.240	13.072	.000 ^b
Residual	17.924	360	.252		
Total	18.164	364			

a. Predictors: (Constant), Motivation
b. Dependent Variable: Job Performance
Source: Authors' Computation, 2016

The f-statistics of 13.072 shows that the model is statistically significant. It shows that there is a significant relationship between employees' motivation and job performance.

Hypothesis Two

H₀₂: Leadership Style, Reward system, promotional strategy, structure of work, organizational climate cannot jointly predict job performance.

Table 4.1.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.756	.745	.492

a. Predictors: (Constant), Leadership Style, Reward system, promotional strategy, structure of work, organizational climate
b. Dependent Variable: Job Performance
Source: Authors' Computation, 2016

R^2 value of 0.756 reveals that Leadership Style, Reward system, promotional strategy, structure of work, organizational climate jointly accounts for 75.6% of the variation in job performance thereby accepting the alternative hypothesis and rejecting the null hypothesis.

Table 4.1.4: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	54.301	4	54.301	30.879	.000 ^b
Residual	33.059	360	.352		
Total	87.360	364			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Leadership style, reward system, promotional strategy, structure of work, organizational climate

Source: Authors' Computation, 2016

The F-statistics of 30.879 shows that the model is statistically significant. It shows that Leadership style, reward system, promotional strategy, structure of work, organizational climate jointly predict job performance to a large extent.

Table 4.1.5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.274	.332		.827	.411
Leadership sty	.499	.096	.395	2.644	.035
Reward system	.608	.105	.569	5.767	.000
Promotional stra	.450	.101	.369	2.301	.039
Structure of work	.033	.089	.033	.370	.712
Organizational cli	.022	.095	.023	.233	.816

a. Dependent Variable: Job Performance
(Authors' Computation, 2016)

From the table 4, reward system recorded the highest coefficient among the motivational factors that have impact on job performance with (t value = 5.767; p value = 0.000 less than the critical value 0.05). The staff of the sampled health centres in Osun state perceived high salaries and fringe benefits as the best motivational strategy in the industry and when properly used, it resulted in 56.9% increase in job performance. This is followed by leadership styles and promotional strategies with (leadership style: t value = 3.95; p value = 0.000 and for promotional strategies: t value = 2.301; p value = 0.039 less than the critical value = 0.05). This implies that leadership styles and promotional strategies are statistically significant for job performance. Structure of work and organizational climate only showed positive relationship with job performance but not statistically significant in the sampled health centres in Osun State.

Conclusion and Recommendations

Employee motivation and job performance are critical characteristics of organization especially in the public health sector, where the life of Nigerians depend on this sector and they are competing with private sectors to provide quality healthcare service at minimum cost. Performance of quality healthcare delivery depend on leadership, rewarding system, promotional strategies, structure of work and organizational climate in the work place. Motivated employees generally are more quality oriented. R^2 value of 0.620 reveals that motivation independently accounts for 62.0% of the variation in job performance thereby accepting the alternative hypothesis and rejecting the null hypothesis. It shows that there is a significant relationship between employees' motivation and job performance. More so, R^2 value of 0.756 reveals that Leadership Style, Reward system, promotional strategy, structure of work, organizational climate jointly accounts for 75.6% of the variation in job performance thereby accepting the alternative hypothesis and rejecting the null hypothesis. It shows that Leadership style, reward system, promotional strategy, structure of work, organizational climate jointly predicts job performance to a large extent. It can therefore be concluded from the findings that there is a significant relationship between employees' motivation and job performance to a greater extent. The researchers hereby recommend that managers should make sure that there is conducive and enabling environment in order to increase job performance. More so, should be friendly relationship between employees and the employers in order to increase performance. Members of staff should also be involved in decision making.

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