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RESEARCH ARTICLE

Motivation: a contingent factor to health workers performance in health institutions in kwara state, nigeria

Imam abubakar ayinla¹,* Tijani w. Adelani fwacn², Ibrahim mulikat ayoade³, Umar nda jubril⁴
And Alao m.t⁵

^{1,3,4}Department of Nursing University of Ilorin, Ilorin Nigeria

²Department of Nursing Ladoke Akintola University of Technology, Ogbomoso Nigeria

⁵Seventh Day Adventist School of Nursing, Ile-Ife Nigeria

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ABSTRACT

Job performance of the employees in an organizational set up is determined by the type of motivation adopted by the management. This study, which was conducted in selected general hospitals in Kwara State, was non-experimental descriptive survey. Through simple random sampling, 114 respondents were selected from three government hospitals. Structured questionnaire and oral interview were used to elicit information from respondents and data was analyzed with statistical package for social scientists. A total of 104 questionnaires were returned and 4 out of this, 4 were rejected because the respondents did not give the full information required, leaving 100 questionnaire available for analysis. Demographic data of the respondents revealed that respondents' ages ranged from 30 – 57 with a mean 43 ± 5.6 . Male respondents were 46, female 54 and all were married. Among the respondents 72% were registered nurses/midwives, 17% medical doctors and 11% pharmacists. Majority (70%) were within grade level 13 – 15 in the service, 12% were within 10 – 12 while the rest 18% were within grade level 7 – 9. Years of experience of the respondents ranged from 1 – 25 with a mean 21 ± 3.4 . When asked about those things that motivate them to perform better in their work, various incentives put in place were mentioned. 42% mentioned sponsorship for further training, 52% were motivated by adequacy of health personnel in their respective workplaces while prompt payment of salary were mentioned by 32%. Other motivations mentioned include: better salary and emolument (23%), better opportunity for career development (56%), availability of enough equipment and material to work with, job security (84%), and increase in salary based on possession of additional certificate (33%). Three hypotheses were tested. In the first hypothesis, age of respondents was discovered not have any significant motivational effect on the respondents' performance of their job. Likewise in the second hypothesis, gender of employees did not have significant motivation about their jobs performance. Lastly, respondents' years of experience did not have significant motivational effect on their job. The study was concluded by recommending motivation of health workers by instituting the practice of accelerated promotion for staff members that perform well in their jobs.

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INTRODUCTION

Background of the Study

The experience of being urged or driven to behave in certain way and desiring to act in a particular manner in order to achieve certain needs or objects are usually attributed to motivation. According to Mouton (2004), motivation is thought of as some kind of internal force which arouses, regulates and sustains all man's important actions. Swansburg (2005) saw motivation as the urged within the individual to exhibit certain kind of behaviour in order to satisfy certain needs, aspirations or wants. In the same light, Franklen (2005) believed motivation to be a general class of drives, needs, wishes and related factors which mobilize behaviour towards their realization or satisfaction. In organizational behaviours,

several theories have been propounded to explain human behavior, each based on the assumption that individuals direct their behaviours towards pleasure and avoid anything that is painful. Man, in common with all animals shares a psychology based on avoidance of pain. In order words, he tries to achieve a balance between himself and his environment. Behaviour is basically goal oriented. That is, man's behaviour is generally motivated by a desire to attain some goals. Herzberg *et al* (1990), when writing on the motivation to work, stressed that apart from studying and understanding the desires and drives of workers, the context of the situation surrounding the worker is also necessary. Similarly, Manojovich (2006), when reporting about the use of reward and punishment as a means to motivation has this to say. "Clearly, the relative influence of each of these types of reward and punishment and the

* Corresponding author: Tijani w. Adelani fwacn

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several theories have been propounded to explain human behavior, each based on the assumption that individuals direct their behaviours towards pleasure and avoid anything that is painful. Man, in common with all animals shares a psychology based on avoidance of pain. In order words, he tries to achieve a balance between himself and his environment. Behaviour is basically goal oriented. That is, man's behaviour is generally motivated by a desire to attain some goals. Hertzberg *et al* (1990), when writing on the motivation to work, stressed that apart from studying and understanding the desires and drives of workers, the context of the situation surrounding the worker is also necessary. Similarly, Manojovich (2006), when reporting about the use of reward and punishment as a means to motivation has this to say, "Clearly, the relative influence of each of these types of reward and punishment and the

* Corresponding author: Tijani w. Adelani fwacn

Department of Nursing Ladoke Akintola University of Technology, Ogbomoso Nigeria

relative influence of particular sanctions within each type will vary from individual to individual. Moreover, an employing organization can only control some of the sanctions which operate in the work situation. Its task therefore is, to recruit workers who are potentially responsive to the reward it offers and to the punishment it controls, train them so that his potential responsiveness is extended and strengthened, and then accordingly to arrange the work situation so that it can produce good work behaviour from them by intelligent manipulation of their sanctions". Manojovich (2006) tried to show another way by which workers tension can be relaxed in order to induce them to work. Steer's study (cited in Morrison, (2007) posited that, motivation is a process whereby behaviour is activated, directed and sustained over a period of time.

Theoretical Framework

For the purpose of this study, Vroom's expectancy theory was used to explain the role of motivation in Health workers performance. According to Vroom (1964) in his study expectancy theory, behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and studying motivation is by looking at the internal cognitive processes that people go through in order to satisfy needs. Vroom (1964) opined that the behaviour we decide to display depends upon what we expect to achieve from that behavior. This implies that people are influenced by the expected results of their actions. In Vroom's model, three key elements (variables) are identified. They are referred to as expectancy, instrumentality and valence. Each of those factors represents a belief. Swansburg (2005) opined that motivation is a concept used to describe both intrinsic and extrinsic conditions that stimulate certain behaviour in human beings. The intrinsic response is sustained by sources of energy termed motives. Motives are often described as needs, and desires to have them. Motivation is measured by observable and recorded behaviour. Swansburg, (2005) posited that deficiencies in needs stimulate people to seek and achieve goals to satisfy their needs. A motive may therefore be seen as an impelling power which prompts or induces an action or way of thinking. Schwart (2007) opined that, human organizations have the tendency to be aroused to certain level when given the necessary motivation to do so. However, motivation affects the kind of adjustment employees make to an organization. Schwart (2007) goes further to state that productivity is affected by the particular motives employees have for working at a particular place on a particular job.

Hence, the job of management is the effective channeling of employee motives toward organizational goals. Therefore, knowledge of people's needs and of incentives are of importance for management. With respect to needs, the big challenge for a manager is to know and understand people as individuals. Motivation is a personal thing because of their differing needs, the incentive, which applied to, and work with one employee, may not work for another. It is valuable to be knowledgeable about needs, but even more important to know each employee in terms of those things that he personally wants most. Schwart (2007) believed that only when a manager has this type of insight that he is in a better position to successfully motivate people. The contention is that a satisfied employee has a better attitude to work than a dissatisfied one. The meaning of work and the motives, which induce people to work with, have undergone considerable changes. Employee

brings with them to their job their own build-in sets of values including desires for security, achievement, income, self-expression etc. In turn, frustration of such motives carried to the work place by the employee tends to produce unfavourable attitudes and possibly, a sort of chains of reaction such as hostility in the work place, poor job performance, attendance problems like high labour turnover and undesirable effects. In the health profession, many researchers have investigated and described incentives as essential that are making nursing jobs more enjoyable and more satisfying. Okunlola (1990) discovered that nurses value intangible reward such as professional achievement. Challenge of projects assigned satisfaction in solving the problem, autonomy and respect for knowledge. Also, the publication of Donnelly (2004) published the result of a survey on "what nurses' wants". Nurses rated a sense of achievement as the knowing that you help others: intellectual stimulation, educational opportunity. In a study carried out in a rural setting of Viet-Nam on motivation of staff working in rural areas where Herzberg's theory for motivation at work place was used, the study revealed that job Satisfaction and job dissatisfaction are not opposite i.e. the study revealed that motivation factors among workers include: Achievement, recognition for achievement, the work itself. Responsibility and growth or advancement all lead to job satisfaction (Dussault, 2008). The study also found that removal of dissatisfying rules and regulation, effective supervision, good interpersonal relationship among workers, good working conditions, appreciable salary and wages, recognition of earned certificates and job security, all determine the level of job satisfaction.

Manojovich and Keteftians (2006) in a survey of attitudes of workers to motivating environment revealed the following. The study involved a random sample of 1000 workers, and when workers were asked to specify their biggest problem at work, poor pay alone was stated by just 9% of them, majority of them stated things related to material resources and need for in-training service. In another survey on human resource management, Mulling (2005) found out that it is difficult to attract, retain and motivate minimum wage workers on pay alone. The survey discovered that (62%) of respondents had problem retaining minimum wage workers strictly because of pay. Many employers must provide other incentives such as bonuses or prizes on top of pay to keep workers in their job. Urdan and Meahr (1995) in their study on improving motivation and retention of health professionals in developing countries identified seven major motivation themes as follows: financial rewards, career development, continuing education, hospital infrastructure, resource availability, hospital management and recognition/appreciation. They posited that there were evidences to suggest that the use of initiatives to improve motivation has been effective in helping retention. Berney *et al* (2005) in their studies of nurses and other health professionals showed that long hours may negatively affect performance and threaten patient safety.

Katungo and Mendonca (1994) posited that shortage of health workers in rural or poor areas resulted in lower quality and productivity of health services, closure of hospital wards, increased waiting time, reduced number of available beds for in-patients, diversion for emergency department patients, underuse of remaining personnel, substitution with persons lacking the required skills for performing critical interventions.

In one of the most elaborate studies on employee motivation involving 31,000 men and 13,000 women, the Minneapolis Gas Company sought to determine what their potential employee desire most from job. This study revealed that the ratings for the various factors differed only slightly between men and women, but both groups considered security as the highest rated factor. The next three factors were advancement, type of work and company. Surprisingly, factors such as pay, benefits and working conditions were given a low rating by both groups. Contrary to common belief money is not the prime motivator (Harpaz, 1990):

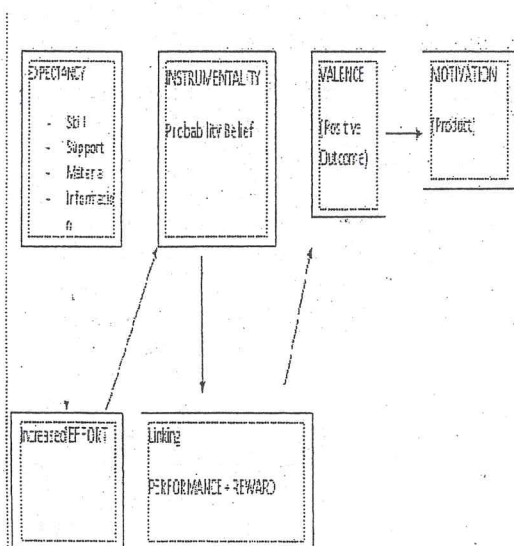


Figure 1 Conceptual model of motivation utilizing Vroom's theory of expectancy (1964)

In the Hart (2005) study on strategy to improve motivation of primary health care workers in Tanzania, positive supervision with improved morale of workers was identified. It was also reported in the study that the lack of adequate laboratory diagnosis capacity within the primary health care facilities demotivates health workers in the study. The study also revealed that financial incentives are important, but it is not sufficient to motivate health workers. Supportive supervision, performance appraisal, career development and transparent promotion have been prioritized for improving the service they deliver in Tanzania. Report of findings in Uganda on health workers motivation, indicated that professional identity and recognition by both employer and members of the community were found to be important motivating factors for health staff (Kirigia *et al.*, 2006). Lehnan *et al.*, (2008) studied job satisfaction of registered nurses in the hospital setting and the result indicated that achievement ranked first among the factors affecting job satisfaction of registered nurses, interpersonal relation ranked second and third, the work itself.

Beaulieu (1997) study showed that job satisfaction in teachers is rated more to intrinsic rewards than the external conditions. Hart (2005) in a study of what motivates nurses to quit general hospital found that shift duty and low salary as the major reasons. People who are satisfied with their job are more likely to stay in the job leading to improved productivity and performance. Therefore, this study was carried out to find out the motivating and de-motivating factors to performance of health workers in Ilorin Nigeria.

Expectancy: This refers to a person's belief about whether or not a particular job performance is attainable. Employees have different expectations and levels of confidence about what they are capable of doing according to this theorist, a number of factors can contribute to any employees' expectancy perception: The level of confidence in the skills is required for the task; the amount of support that may be expected from superiors and subordinates; the quality of the materials and equipment; and the availability of pertinent information.

Relevance of Expectancy Theory to the Study

Expectancy theory seems quite logical. We have so much time and we have to decide where we can best put our effort, in other words, where is the biggest pay off? We turn our attention to the things that are most important to us and often to those things we figure we can control this indicates that we have a high expectancy of getting results. The valence, instrumentality and expectancy theory holds that people have preferences among various outcomes. Vroom (1964) state that the product of these variables is the motivation. He further suggests that an employee's beliefs about expectancy, instrumentality and valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.

Motivational forces do not exist where these three conditions hold:

- Where the person does not believe that she can successfully perform the required task.
- Where the person believes that successful task performance will not be associated with positively valent outcomes.
- Where the person believes that outcome associated with successful task completion will be negatively valent (have no value for that person)

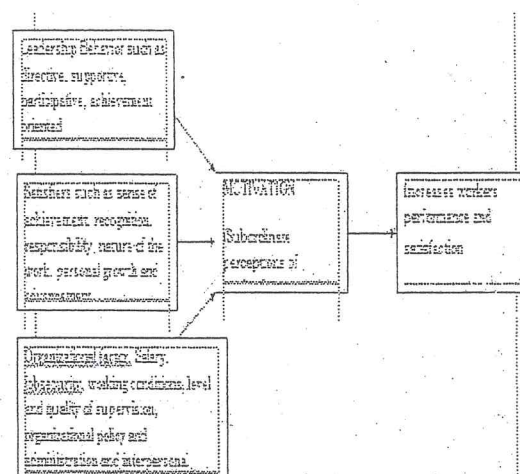


Figure 2 relationship that exist in the study

Application for Valence Concept

People elect to pursue levels of job performance that they believe will maximize their overall best interests and the employee should provide an enabling environment that will eliminate fatigue, stress, noise, layoffs, frustrations which are negatively valent. An outcome that is positively valent produces positive emotional orientation attached to a task / performance.

Conceptual Framework

Expectancy

Research Hypotheses

- Age will not significantly influence motivation in employee
- Gender will not significantly influence motivation in employees
- Years of experience will not significantly influence motivation in employee

personal interview methods, through the use of checklist, were utilized to gather data for the study. The reliability of the instrument was determined through Test-Retest Method and the alpha coefficient results showed 0.8. Participants were visited at their working places between 10.00 am and 4.00 pm daily. During this period, the morning and the afternoon duty personnel were met. The questionnaires were administered to only those who consented to participate. Data collection spanned 16 days. Interviews were carried out during the instrument administration to obtain information to complement

Table 1: Respondents views on things that could motivate workers to better performance in their hospitals

S/N	True situation of things	Yes	No
1	Have you ever been sponsored for any further training in your field of practice since you joined the service of this hospital?	42 (42%)	58 (58%)
2	Have you ever benefited from staff development programme through general short course (in-service) training since you joined this institution?	68 (78%)	32 (32%)
3	Is there adequate manpower in terms of number of physicians, nurses and pharmacists commensurate with the patients/clients turnout in your institution?	52 (92%)	48 (48%)
4	Is the management responding well to your request for recruitment of more personnel when you intimate it with such need?	13 (13%)	87 (87%)
5	Are you encouraged to work in your area of specialty?	78 (78%)	22 (22%)
6	Is the work not too tedious for you in terms of workload?	87 (87%)	13 (13%)
7	Is there enough material resource to work satisfactorily in your specialty?	34 (34%)	66 (66%)
8	Is there adequate supervision by your superior or officer?	98 (98%)	2 (2%)
9	Are you in good working relationship at all times with all other health personnel?	69 (69%)	31 (31%)
10	Are you coping well with your fellow workers within your professional bracket?	88 (88%)	12 (12%)
11	Are you coping well with all categories of patients / clients?	70 (70%)	30 (30%)
12	In your own opinion, do you think your supervisors do their job thoroughly and conscientiously?	67 (67%)	33 (33%)

MATERIALS AND METHODS

This study was a non-experimental descriptive survey, employing triangulation approach, in which combination of several research methodologies were used, in data collection. It was carried out in government owned secondary health care institutions in Kwara State, Northwest Nigeria. Through multi-staged sampling technique the following centre were selected, each from the three senatorial districts in Kwara State: Sobi Specialist Hospital Ilorin in Kwara Centre (C); General Hospitals in Offa in Kwara South (S) and Lafiagi in Kwara North (N). The target population comprised the principal health personnel working in the selected health care facilities and this includes medical officers, nurses and pharmacists.

the data obtained through questionnaire in compliance with the principle of triangulation, which was employed in the conduct of this study. All data collected were analyzed using computer based data analysis packages, i.e. Statistical Package for Social Scientists. Statistical tests like percentages, tables, and chi square was used to test the hypotheses generated.

RESULTS

Out of 114 questionnaires administered to respondents in the study settings, 104 were returned. Out of this number, 4 questionnaires were rejected because the respondents did not give the full information required leaving 100 questionnaire available for analysis. Demographic data of the respondents

Table 2: Respondents Descriptions of what keep them in the workplace

SN	What keeps the respondents on the job	Frequency(%)
1	Government always pays salary and allowances promptly and as at when due	32 (32%)
2	The salary and emolument I receive here is better than what I can obtain in other places of work	23 (23%)
2	There is opportunity for career development than in other known places as promotion of staff is being done as at when due	56 (56%)
3	There is opportunity of continuing education being organized on regular basis for all staff and this improves my knowledge on the job	27 (27%)
4	The hospital's landscape, architectural designs of building, the interior and the general environment is good and conducive for work	14 (14%)
5	There are enough equipment and medical supplies for work	75 (75%)
6	Staff, upon request, are usually granted vacation and study leave with pay in my workplace	36 (36%)
7	The management usually recognizes additional certificates earned by workers	50 (50%)
8	There is job security as there are no occasion of retrenchment without just cause	84 (84%)
9	My co-workers are very friendly and I will miss them if I leave for other workplace	17 (17%)
10	For my cadre to have an office, with my name tag conspicuously displayed on the door is a rare privilege and I cherished it, hence I can't go to any other workplace	9 (9%)
11	I am really learning on daily basis in this hospital and this makes me a better professional; and I believe there may not be opportunity to learn on the job in other workplaces	40 (40%)

The personnel that were met on-duty at the time of carrying out the study constituted the target population. 114 respondents were selected as sample size. Simple random sampling method was used in selecting the sample as follows: site C, 53 respondents were selected out of 75 personnel available; S, 50 respondents out of 70; and N, 11 respondents out of 16. Structured questionnaire, which comprised of 4 sections, and

revealed that their ages ranged from 30 – 57 with a mean 43 ± 5.6 . Male respondents were 46 while female 54 and all were married. Among the respondents 72% were registered nurses/midwives, 17% medical doctors and 11% pharmacists. Majority (70%) were within grade level 13 – 15 in the service, 12% were within 10 – 12 while the rest 18% were within grade level 7 – 9. Years of experience of the respondents ranged from

1 -25 with a mean 21 ± 3.4 .

When the respondents were asked about their views on the true situation of things in their hospital concerning things that could motivate workers to better performance, they exhibited varied opinion. Table 1 shows the respondents' views about the situation of things in their hospitals.

Table 3 Types of sponsorship received by respondents who had further training at work

SN	QUESTIONS	Frequency
1.	Were you properly equipped professionally and administratively to perform the job allocated to you?	33
2	If you are working in special area different from the qualifications with which you were initially employed, were you professionally trained for the area you are now?	33 (100%)
3	If yes to question 3 above, did your institutions sponsor you for the special training?	17 (51%)
4	Is the sponsor full in terms of payment for the training in addition to continuation in payment of your salary throughout the training period?	15 (45%)
5	Does the institution sponsor you just by allowing you to go for the training and it continues to pay your salary throughout the period of the special training?	1 (3%)
6	Do you enjoy increase in salary based on the additional certificate obtained?	33 (100%)
7.	Does the training you received contribute to your better performance on the job?	33 (33%)
8.	Have you ever received any special commendation for outstanding performance	10 (30%)
9.	Have you ever faced any disciplinary action for not performing to expectation?	2 (6%)
10	Does the management of your work place appreciate your work in terms of accelerated promotion?	0

Also, questions on the respondents' intrinsic motivating factors revealed their diverse opinions. The respondents gave various reasons why they still remain in their respective places of work despite the continual temptations to leave for other workplace. These are represented in table 2.

Sponsorship for training in specialist courses in medicine, nursing and pharmacy are part of motivation that seems to enhance better performance of respondents. Approximately one-third of respondents – 33% who have received some forms of sponsorship for further training regarded the opportunity as motivation. 29 (88%) of respondents with such opportunity said they were identified by the management and recommended for the training. Table 3 shows the responses of the respondents (who had opportunity for further training) on matters pertaining to the sponsorship of the special training they have received.

Table 4 Demographic variables on Motivational Factors to better performance at work

Source	DF	Type III SS	Mean Sq	F-Value	Pr > F
Age	2	7.85670664	3.92835322	1.07	0.3521
Gender	1	0.70905383	0.70905383	0.19	0.6625
Years of Experience	4	70.94591217	17.73647804	4.83	0.0027

On the year interval for promotion of staff, 35 (35%) of respondents claimed it is usually carried out every three years, 14 (14%) believed it is every 5 year while 28 (28%) believed the promotion exercise has no specific interval, that management carry it out whenever it deems fit. All the respondents 100 (100%) believe the promotion exercise is usually in stages namely: filling of annual performance evaluation form; written examination; and finally the interview to select worthy staff for promotion. Above all, majority of the respondents 72(72%) claimed to be satisfied with the procedure for promotion while the remaining 28% prefer inclusion into the process of promotion the observation of staff while carrying out her duty. This, the 21% of them opine, would make the promotion exercise more transparent and objective.

Hypotheses Testing

Testing the effect of Age; Gender; and Years of Experience, on level of motivation, using the analysis

of variance (ANOVA) $\alpha = 0.05$

Hypothesis

Age of employees will not significantly influence their motivation to better performance. From table 4, $Pr > F$ value for age is 0.3521. This is greater than 0.05 level of significance;

age did not have any motivational effect on their job. Hence, hypothesis 1 is accepted. Therefore, this study has revealed that age of respondents did not have significant motivational effect on their job.

Hypothesis

Gender of employees will not have significant motivation about their jobs

Table 4 also shows that Gender of the respondents did not significantly influence their performance in their job. ($Pr > F = 0.6625$). The calculated value is greater than the table value of 0.05, hence, hypothesis 2 is also accepted. Therefore, gender of respondents did not have significant motivational effect on the performance of their job.

Hypothesis

Years of experiences of employees will not significantly motivate them for better performance of their job.

The value of $Pr > F$ for years of experience was 0.0027. This value is lesser than 0.05; the hypothesis is therefore rejected. That is the respondents' years of experience significantly motivate them towards better performance of their job.

DISCUSSION OF FINDINGS

The study also showed that 33% of the respondents acquired additional qualifications while in the service and virtually all respondents were exposed to refresher courses through in-service training yearly. This is encouraging and it is a good thing to note that the Kwara state government places premium value on training and retraining of health personnel. The manpower development programme actually motivated the health workers to remain in their job. This is in line with the work of Mouton (2004) who opined that re-training of health workers, through government sponsors usually motivate them to worthwhile performance. According to Okunlola (1990), recognition of the unique contribution employee is a positive way of motivating them towards better job performance. The result of the present study is in line with this observation. Granting of study leave, recognition of certificate obtained afterward and simple allocation of personal offices to some cadre were discovered to be motivating to the respondents. These are some of the reasons responsible for the commitment

and retention of the respondents in their present places of work. Also in the work of Urdan and Meahr (1995), seven motivational themes were identified. These are provision for financial reward, career development, desirable infrastructures, sponsorship of workers for further training /continuing education and provision of adequate material resource. Others are: inclusion of the upper cadre of the workers in the management committee and appreciation of workers contribution by regular conduction of promotion exercise. Virtually all these motivational themes were discovered in the present study. Majority of the respondents were particularly motivated by the management sponsorship for further training. They cited as motivational the management recognition of their newly acquired certificates, salary increase based on the certificates and their own improved service delivery based on the additional certificates obtained.

The results also showed that the respondents were professionally and administratively equipped to perform their job as 75% respondents revealed that there were enough equipment and material to be used for work in their workplace. Again, this finding corroborates Franken's (2005) study where it was discovered that government workers were less likely to quit their jobs than private workers. It was found out that government services attract more stable workers, even when the pay is low, than private establishment. Also, all respondents believed that the work they do contribute significantly to the achievement of the institutional goals and their collective input is responsible for the great height attained by their institution. However only about a quarter of the respondents believed that their salaries and emoluments were commensurate with the services they rendered.

Also, there was no provision for accelerated promotion based on unique performance of workers. The best they receive from management is letter of commendation. While some respondents (15%) believed commendation letter is enough recognition of unique/quality service rendered, majority (77%) were of the opinion that salary increase and accelerated promotion would be a better reward.

Three hypotheses were tested. In the first hypothesis, the results revealed that age of respondents did not have significant motivational effect on their job. Likewise in the second hypothesis, gender of respondents did not have significant motivational effect on the performance of their job. But the result of the third hypothesis is different, it was discovered that the respondents' years of experience significantly motivate them towards better performance of their job.

Recommendation

Each country has a unique human resource situation reflecting its stage in the health process. Accordingly, there is no overall blueprint on how best to improve nurses' motivation. Each organization/institution or facility may require a specific mix of financial and non-financial incentives as part of a larger human resources management of quality management framework. Also, consistently good performance should be the basis for accelerated promotion rather than only letter of commendation in which the unique contributor still wait for the usual three years before getting promoted.

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