

## **Impact of Motivation on workers' Productivity in Public Organisations: a Case Study of Nurses at The University Teaching Hospital, Ado Ekiti, Nigeria.**

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**ABSTRACT :** *The paper examines the impact of motivation on workers' productivity in public organisations using the nurses at the University Teaching Hospital, Ado Ekiti. The study uses the primary data for the purpose of the analysis. Carefully, questionnaire designed were administered on the respondents which are nurses of the teaching hospital. From the analysis of the response to the questions in the questionnaire used it can be concluded that the nurses at the university teaching hospital strongly believe that their concern for a better reward and welfare packages have constituted a great influence on their level of commitment to their duties and as such has serious implications on their motivation. Also, we can also conclude especially from the test of hypothesis that there exists a strong relationship between motivation and productivity. It is recommended as a matter of priority that staff development programmes that are all embracing should be implemented to enhance productivity and promote self fulfillment.*

**KEY WORDS:** *Motivation, productivity and staff development programme. JEL Classification: J24, L23, M12*

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### **I. INTRODUCTION**

Nigeria like other developing nations entered the international scene as a sovereign nation at a time when the developed countries had already achieved a high level of technological, socio-cultural and economical advancement. Like in other developing countries the urge to catch up with the west has led to massive state involvement in many facets of socio-economic life, a factor that has become a part of the task of nation building. These factors could either be internally or externally galvanized, depending on the disposition of the individual and prevailing circumstances at any given time. In the present Nigerian situation, the economic rate of activities and the subsequent high inflation rate have made money a relatively high motivating factor. Behaviour is both directed to, and results from, unsatisfied needs.

The limited number of salary reviews in Nigeria as well in corporate organisation has brought about a situation where there have been persistent expressions of dissatisfaction among workers. These workers include staff of Nurses in the University Teaching Hospital , Ado Ekiti. Being a public organization, the hospital depends largely on government budgets and prevailing stipulated policy to stay in the market. Therefore, salary reviews has invariably led to situation in which a lot of financial pressures have been put on management of the hospital and the state governments. In a study conducted at Emery Air Freight in USA by Davia(2001) it was discovered that inspite of proper training for workers and a good level of co-operation among them, productivity was still about 45% instead of the anticipated 90%. In a bid to improve performance, management decided to apply a program of positive reinforcement, which entailed training supervisors to give performance feedback to worker on a daily basis as well as recognition and other rewards. As a result of the application of the positive reinforcement program, performance improved from 45% to 95%. This happened because the regular feedback and recognition gave the workers the psychological feeling that strongly and positively influenced their work.

the management of people at work is a very important aspect of attaining the set organisational objective, with a peculiar reference to Nurses at the University Teaching Hospital, Ado Ekiti in Nigeria this research project will explain the meaning and underlying concept of motivation, Identify main types of needs and expectations of staff at work, explain possible reactions to frustration at work. Outline different approaches to work motivation, explain the nature of different theories of motivation, Examine main theories of motivation and evaluate their relevance to particular organisational work situations. Nigeria is reputed to be the sixth largest producer of oil in the world. Recent exploratory works have indicated that the country has an even larger reserve of natural gas than petroleum. The country therefore has the potential of becoming a leading industrialized (if the potential are properly harnessed) nation in the world in the not-too-distant future due to this natural endowment.

The questions are often asked as to what workers in general and particular want from their employers. Can there be an end to the clamour for increases in wages? Why do workers work and what induces them to

give of their best? These questions are not peculiar to the civil servants or services organisation in Nigeria alone. Recently, the Federal Government announced an upward review of the minimum wages in the civil service. There is still a nation-wide agitation by workers in the states that might not be able to pay the new salary. It would appear as if money, and more money, is what workers ever ask for, but the fact is that money is a motivator in this part of the world. Money only plays the role of common denominator of all things. There is a general notion that if only management can identify other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rises. Less time will be spent on the annual ritual of management/workers union negotiation meetings. The aim of this research therefore is to find out from empirical studies whether workers, given the right incentives other than money can put in their best to contribute to the productivity and growth of the organisations to achieve the following objectives, amongst others: Reduce labour turnover, Increase workers productivity, Redesign and put in place appropriate labour laws and policies, eliminate or reduce industrial unrest, Improve management and staff relations, Create a productivity culture in the organisation. Moreover the intention of the researcher is to elicit responses from the Nurses at the University Teaching Hospital on their views about the implication of various motivational factors in the organisation, especially how it affect their productivity. Answers to the following research question were sought so as to provide solutions to the problems of the study.

1. Is there any relationship between motivational factors and higher productivity for senior Nurses?
2. Is there any relationship between motivational factors and attitude to work of Junior Nurses ?
3. Is there any relationship between motivational factors and approach to work of experienced and senior Nurses in the hospital?

### **1.1 Objectives of the Study**

The broad objective of this study is to assess empirically the implication of motivation on the productivity of workers in Public Organisation.

### **1.2 Hypotheses**

The following hypotheses were formulated for testing.

There is no significant relationship between motivational factors and work productivity for Nurses of the University Teaching Hospital.

Monetary incentives and rewards exert a stronger influence on workers than any form of motivational incentive.

### **1.3 Scope**

However, this study is delimited to the University teaching Hospital Ado-Ekiti only. The work force to be covered within the context of the project will include the Nurses only, which involve contract, permanent and management staff. This study is further delimited in terms of the organizational sub-sets of familiarity, concern and driving force as well as approach to work.

## **II. SOME LITERATURE**

The word 'motivation' was originally derived from the Latin word 'movere' which means 'to move' though this could be an inadequate description for what is meant. Some definitions include that by Vroom, 1964 "a process governing choices made by persons or lower organisms among alternative forms of voluntary activity" and Atkinson, 1964 "the contemporary (immediate) influence on the direction, vigour, and persistence of action" and Campbell and Pritchard, 1976 "motivation has to do with a set of independent and dependent variable relationships that explains the direction, amplitude and persistence of an individual's behaviour, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment". Krotz et al (1980) holds that management strives to create and maintain an environment that is conducive to the performance of individuals who are working together in groups towards the accomplishment of pre-selected objective. According to Robinson (2004), Work is an important event, a fact that is inevitable in the life of an individual whatever form, it is done, it is an activities and source of satisfaction ones needs. Employee try to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspiration. Robinson (2004) further opines that today manager cannot rely solely on the manipulation of pay, benefit or working conditions to encourage workers to perform effectively and efficiency. Rather manager in organisation has top shoulder the responsibility by developing a work environment that makes use of the enormous energy that is within every person. Simply put it is the duty of the manager to create and develop an effective environment in which employee will be motivated to become productive members of the organisation by striving for what will bring them reward. Campbell and Richard (1980) came up with the following assumption about human behaviour. (1) All human behaviour has a course, which can be traced to the effect of the environment. (2) The

root of human behaviour is also traceable to needs wants and motives. (3) Human behaviour is goal seeking people would release their effort in the direction they believe will help to satisfy their personal needs. This chapter shall attempt to look at how the subject of motivation has evolved over the years and some known literature that have been written and that have relevance to the subject. An attempt will also be made to find out any knowledge gap that exists in current literature on the subject and how this research can bridge some of this gap. According to Robinson(2004), two incompatible conceptions of human nature appear in philosophical literature. One holds that man is essentially rational, a choosing willing being who knows the sources of his conduct or who is aware of the reasons for his conduct and hence is responsible for that conduct. The other viewpoint sometimes holds that man, by nature, is irrational and that his impulses and desires must be held in check by the force of society's sanctions. Another way of saying this is that man is pushed and pulled by the forces of his constitution and the stresses of his environment and that he is largely unaware of the sources of his actions and may therefore not have personal responsibility for his actions.

### **III. METHODOLOGY**

Various methods of data collection have been used in this study but the main material for the study has been obtained through the use of questionnaire survey technique, refined observations and in-depth interviews..

#### **3.11 Design of Study**

This study is ex-post factor in nature. Furthermore, the study set out to identify problems and make an appraisal.

#### **3.12 Subject Under Study**

A cross section of the nurses at the teaching hospital comprising of 150 subjects drawn from every class and cadre was sampled. For the purpose of this study, the nurses are divided into two major groups namely:

1. The Nurses at the Junior cadres i.e Nursing Officers I and II,
2. The Nurses at the senior cadre i.e Senior Nursing Officer, Principal Nursing Officer, Assistant Chief Nursing Officer and Chief Nursing Officer

Careful analyses of the above data reveal that the total number of Nurses at the Hospital is 209. Of this number about 49.8% (104)are at senior cadres while about 50.2%(105) are Junior cadre Nurses

#### **3.13 The Study Population**

The entire Nurses at the University Teaching hospital Ado Ekiti, Nigeria constituted the population of this study.

#### **3.14 The sample size**

In order to have a more effective sampling of the various groups and cadres, the following numbers were sampled from each group:

1. Senior Nurses 74 samples
2. Junior Nurses 76 samples

However, We intend to use only 100 questionnaires in this research work. Nonetheless, the entire selected sample of 150 respondents will be administered with questionnaires, but, eventually, we shall be making a random selection of 100 questionnaires from the entire sum.

#### **3.15 Instrumentation**

The motivational factors and work attitude Questionnaire was used for collecting responses from the subject selected for the study. The questionnaire was developed by the researcher based on ideas obtained from the work of the questionnaire used for the study consisted of five component parts. The first parts consisted of questions that make it possible for the bio-data to be collected. This part of the questionnaire was intended to elicit information about the sex, age, and working category and employment duration of the respondents. The other part of the questionnaire that contained the dependent variables was subdivided into four sections. The first section dealt with familiarity. It contains twelve questions, which were designed to elicit responses from respondents on familiarity dimension and to find out the extent to which this affects their motivation to work. The second section was made up of nine questions all of which are on concern. The third section on driving force is made up of ten questions. The fourth section on approach to work was made up of eleven questions. There were forty questions on the whole.

#### **3.16 Instrument scoring Scale**

The scale of response on the questionnaire was from strongly Agree, Agree, Undecided, Disagree to Strongly Disagree. The calibrations for the positive items were such that they were scored: 5, 4, 3, 2 and 1. The negatively structured items were scored as follows: 1, 2, 3, 4, and 5. The different motivational factors were aggregate and the total for each motivational factor was found. Items on the dependent variables (work approach) were also aggregated and the total computed.

### **3.17 Validity and Reliability**

We adopted a method of checking the validity, reliability and consistency of my instrument and questions by including a few extra questions to those we deemed essential for my study. We used a technique of putting in two roughly equivalent or closely related questions but well separated in the questionnaire. With this, it was possible to measure the consistency of answers. We also adopted the split ballot technique by constructing two parallel forms of questionnaires that we used with equivalent samples of my population. We were able to determine the effect of different wording of the same questions. The two forms had some of their differences in common, but certain other questions were worded in different ways in order that the effects of the differences may be measured. At the end of this exercise, we were able to reexamine and revise some of the questions and their sequence drawing from the results of my technique above as well as outside criticisms.

### **3.18 Pre-testing of the Questionnaire.**

Pre-test was carried out to see how the questionnaire would work out and whether changes were necessary before the start of the full-scale study. The people used for the pretest exercise were similar in grade and characteristics to those who were eventually sampled in the final study.

### **3.19 Administration of questionnaire**

A total of 150 respondents completed and returned the questionnaires. However, 100 filled and returned questionnaires were picked randomly from the bulk for analytical purposes. This is to reduce the workload associated with analysing the heavy data involved. The questionnaires collected from the respondents were used for the analysis.

In designing the questionnaire, We followed the following procedure:

1. Deciding what information should be sought;
2. Deciding what type of questionnaire should be used;
3. First draft of the questionnaire; and
4. Editing the questionnaire and specifying procedures for its use.

Consequently, care was taken to ensure that the information collected on implication of adequate motivation and workers productivity, for example was relevant to the subject under consideration and that the response received to each question was the type elicited. Herzberg and his research colleagues had put questions to their subjects that required them to state what constituted satisfying or dissatisfying events out of a list of sixteen items. In the end, Herzberg was able to present a list of satisfies and dissatisfies popularly known as his 2 factors Hygiene Theory. This study is closely patterned after the work of Herzberg, and his method has been closely adopted.

Vroom adopted two main models in measuring job satisfaction in his studies. These are the Multiplicative, and the Subtractive. The relationship to motivation, as an amount of an outcome provided, by a work role and the strength of a person. Vroom's model demands the subtraction of scale scored derived from an individual's reply to questions concerning conditions in his work role (such as the extent he can) from his report concerning the strength of a parallel motivation (the extent he really want to). This according to vroom would ascertain the level of reward needs (expectations and realities) amongst individual officers, and between levels of officers. Following vroom the attitude questions in the questionnaire attitudes to specific motivational patterns or styles and effect on their productivity towards the organisation, or some facet thereof. The score for any giver respondent or a group of them is based on the summation of responses to individual's questionnaire items. Finally, the scores were averaged in the various groups and categories. In this study, therefore, We have adopted some questions and methods used by the following: Herzberg and Vroom. We have however modified and combined them into one study with additional self -drawn questions to make for a valid and reliable instrument.

## **IV. STATISTICAL ANALYSIS OF DATA**

Two basic simple analytical tools were used in the analysis. Namely, use of simple percentage and the Chi-Square method of hypothesis testing

**V. RESULTS AND DISCUSSION**

This section analyses the personal data obtained from the respondents that constitute the sample of the study. The population of the study was two hundred and nine (209) Nurses at the University Teaching Hospital, Ado Ekiti.. See Table 4.0.1.The sample size was made up of one hundred and eighty (180) unfortunately one hundred and fifty (150) responded from the all the Nurses in the hospital. As showed in

**Table 1: Respondents Analysis**

Category of Nurses	Number of Nurses	Sampled response	Percentage
Senior nurses	104	74	71.2%
Junior nurses	105	76	71.4%
Total	209	150	71.8%

The comprehensive data of the entire nurses of the hospital is represented in Table 2

**Table 2: Respondents Analysis 2**

Category of Nurses	Status	Number
Senior Nurses	SNO	30
	PNO	1
	ACNO	24
	CNO	49
Junior Nurses	NO II	79
	NO I	26
Total		209

**Test of Hypotheses**

A number of hypotheses were stated in section one. However, we shall for the sake of simplicity and direction test and proof only two of these hypotheses. Motivation as we have seen from preceding discussions is an extremely large subject in human resource management.

The two hypotheses we shall be testing are:

**Hypothesis 1.**

There is no significant relationship between motivational factors and work productivity for the nurses at the teaching hospital.

**Hypothesis 2.**

Monetary incentives and rewards exert a stronger influence on workers than any other form of motivational incentives.

We shall employ the Chi-Square (X<sup>2</sup>) analytical method to analyse and test the hypotheses as stated above.

$$X^2 = \frac{\sum (Of - Ef)^2}{Ef}$$

Where X<sup>2</sup> = Chi-Square

Of = Observed frequency

Ef = Expected frequency

∑ = Summation (Addicts on sign)

To prove these hypotheses, we shall select relevant questions from the questionnaire following the corresponding data in chapter four.

To prove hypothesis 1: We shall use questions 5 and 8 on the questionnaire. Question 5 states thus: Well-motivated staffs have a positive attitude towards work.

Question 8 states thus: Even without motivation some workers still put in their best. The data/figures reached/got by these questions shall be tabulated into a contingency table.

**Table 3 Contingency Table 1**

Options	Questions	Total
	5	8
SA	46 <sub>1</sub>	33 <sub>6</sub>
A	22 <sub>2</sub>	29 <sub>7</sub>
UD	13 <sub>3</sub>	3 <sub>8</sub>
D	10 <sub>4</sub>	14 <sub>9</sub>
SD	9 <sub>5</sub>	21 <sub>10</sub>
Total	100	100

The next logical step is to calculate Ef (Expected frequencies) for the already Observed frequencies (Of) labelled 1, 2.....10 in an italic formant in the table

$$E_1 = \frac{79 \times 100}{200} = 39.8 \quad E_4 = \frac{24 \times 100}{200} = 12 \quad E_7 = \frac{51 \times 100}{200} = 25.5$$

$$E_2 = \frac{51 \times 100}{200} = 25.5 \quad E_5 = \frac{30 \times 100}{200} = 15 \quad E_8 = \frac{51 \times 100}{200} = 8$$

$$E_3 = \frac{51 \times 100}{200} = 8 \quad E_6 = \frac{79 \times 100}{200} = 39.8 \quad E_9 = \frac{24 \times 100}{200} = 12$$

$$E_{10} = \frac{30 \times 100}{200} = 15$$

#### Applying the formula

$$X^2 = \frac{\sum (Of - Ef)^2}{Ef}$$

$$X^2 = 14.82$$

The next step is to calculate df (degrees of freedom).  $df = (r-1)(c-1)$  where r = number of rows and c = number of columns. Where our contingency table, r = 5 and c = 2.  $df = (5 - 1)(2 - 1) = 4 \times 1 = 4$ .

Assuming a 5% level of significance, when df = 4, the value of X<sup>2</sup> from the table of critical values = **9.49**.

#### DECISION:

Because the calculated value of X<sup>2</sup> (**14.82**) exceeds or is greater than the critical value of X<sup>2</sup> (**9.49**), we reject the null hypothesis and accept the alternative, which would state that there is a significant relationship between motivational factors and work productivity for the Nurses at the Teaching Hospital. This significant relationship is supported by Vroom in his work "work and motivation" (1964) He believed that there is considerable evidence that performance or productivity increases given adequate reward. This underlying belief is hinged on his expectancy theory as it is sometime called. According to him people will be motivated to do certain thing to achieve particular goals. If they know or expect that certain action on their part will help them achieve certain goal. Further more this assumption support that workers will be motivated to perform a particular task not because of its involving and challenging nature or because of its ability to grant firm recognition, responsibility and self actualisation as contest by Herzberg (1959) Mergrofor (1960) and Mc Chellan (1961).

#### Hypothesis 2

For the sake of proving hypothesis 2, we shall consider questions 4 and 10.

Question 4 states thus: Fat salaries are the best tools with which to motivate workers.

Question 10 states thus: Only monetary rewards can bring out the best in workers.

As it has been already stated, hypothesis two states thus:- Monetary

incentives and rewards exert a stronger influence on workers than any other form of motivational factor.

Tabulating the data/figures of these questions shall take us to the contingency table below:

**Table 4 Contingency Table 2**

Options	Questions		Total
	4	10	
SA	6 <sub>1</sub>	5 <sub>6</sub>	11
A	28 <sub>2</sub>	7 <sub>7</sub>	35
UD	8 <sub>3</sub>	3 <sub>8</sub>	11
D	36 <sub>5</sub>	47 <sub>10</sub>	83
SD	36 <sub>5</sub>	47 <sub>10</sub>	83
Total	100	100	200

Once again, we'll calculate the Expected frequencies (Ef) of the boxes labelled 1,2,3..10.

$$E_1 = \frac{11 \times 100}{200} = 5.5 \quad E_5 = \frac{83 \times 100}{200} = 41.5 \quad E_9 = \frac{60 \times 100}{200} = 30$$

$$E_2 = \frac{35 \times 100}{200} = 17.5 \quad E_6 = \frac{11 \times 100}{200} = 5.5 \quad E_{10} = \frac{83 \times 100}{200} = 41.5$$

$$E_3 = \frac{11 \times 100}{200} = 5.5 \quad E_7 = \frac{35 \times 100}{200} = 17.5 \quad E_4 = \frac{60 \times 100}{200} = 30$$

$$E_8 = \frac{11 \times 100}{200} = 5.5$$

**Applying the formula**

$$X^2 = \sum \frac{(Of - Ef)^2}{Ef}$$

$$X^2 = 20.7$$

Next, we'll calculate df. Also, r = 5 and C = 2 in contingency table 22... df = (5 - 1) (2-1) = 4.

Assuming a level of significance of 5% (0.05), when df = 4, the corresponding value of X<sup>2</sup> on the critical table of X<sup>2</sup> values = 9.49.

**DECISION:**

Because the calculated value of X<sup>2</sup> (20.7) exceeds the critical value of X<sup>2</sup> (9.49), we reject the null hypothesis and accept the alternative. As such, we conclude that monetary incentives and rewards do not exert stronger influence on workers than any other form of motivational factor. In practice and the basic principle of practical management merit pay has been contended that it does not motivate, it could reinforce high performance extinguished low performance increase instrumentalities, safety needs achieve equity and so forth. The reason it does not work has to do with implementation and the manner of practice that violate the principle. Often performance measures are not valid or accurate. The budget is usually small with out much flexibility. Managers are reluctant to give small raises that are insulting or lower than the cost of living increase. And they don't want to make enemies or be accused of favoring their friends.

**VI. CONCLUSIONS AND RECOMMENDATIONS**

From the findings of this research work, it can be concluded that the Nurses at the University Teaching Hospital strongly believe that their concern for a better reward and welfare packages have constituted a great influence on their level of commitment to their duties and as such has serious implications on their motivation. Again, we can also conclude especially from the test of hypothesis that there exists a strong relationship between motivation and productivity. We can also conclude that monetary incentives and rewards do not exert stronger influence on workers than any other form of motivational factor.

## **VII. RECOMMENDATIONS**

Based on the findings of this study, the following suggestions are offered for the future improvement of the employee welfares: -

- a) Staff development to enhance productivity and promote self fulfilment should be encouraged as a matter of deliberate policy;
- b) The management of the hospital should de-emphasize seniority and emphasize merit and hard-work as yardstick for promotion;
- c) There should be a searchlight on the leadership style in the hospital and efforts should be made to promote only productive and effective nurses.
- d) The Chief Medical Director,(CMD) should establish an adequate motivational Unit in the hospital whose main function will be to monitor and promote morale boosting activities in the organization.
- e) .Finally, it is believed that if the management makes positive effort at implementing these suggestions, ‘ The self-esteem of the nurses will be heightened and the nurses and other workers will work with a strong sense of mission and dedication to duty so that they can effectively assist in the management of our scarce resources for the attainment of organizational ‘s policies, objectives and programmes.

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