

MOTIVATION AND WORKER'S PERFORMANCE
(A CASE STUDY OF NOMA CHILDREN HOSPITAL, SOKOTO)

BY

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CERTIFICATION

This research project has been read and approved as having satisfied the necessary conditions required for the award of post graduate diploma in Public Administration in the Faculty of Management Science, Department of Public Administration Usmanu Danfodiyo University, Sokoto, Nigeria.

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DEDICATION

This project work is dedicated to my one and only daughter Victoria,
Ebunoluwa Ajike Ogundiya.

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ABSTRACT

The main objective of this research was to assess the relationship between motivation and worker's performance. Findings from this work revealed that motivation is the most important factor in workers performance and that financial incentives alone cannot fully motivate workers to perform well which indicates that there are other factors that motivate good performance. This includes; job security, good working conditions, good working relation with colleagues and employers, participation in decision making, training etc. On the basis of the findings the study recommends among other things that:

- Promotion should be based on merit not on wrong criteria or improper selection procedures which can generate feelings of alienation, frustration, dissatisfaction and industrial conflicts
- Employees should be allowed to play an active role in decision making in an organization because it gives them a sense of belonging.
- Training schemes for all categories of workers at the interval of between two to three years should be introduced. As continuous training and development of employees at all levels is essential to improve performance and to increase their level of commitment.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The importance of human resources to organization is great and cannot be over emphasized. Although there are different resources available to an organization, people-the human resources are the most important. This is because they manipulate other resources for the advancement and the achievement of goals and objectives of an organization. Among animals and among primitive men, work is motivated directly by the need for food, shelter, self defence and by supporting social needs-the interest of the group. In pre-industrial societies, work was motivated by need in order to attain maximum satisfaction and is closely linked with other social activities. In modern times, work has become divorced from other spheres of life, most people do not consume the fruit of their labour, they paid for it. The prime aim of an organization is goal orientation and its attainment. However, the major dilemma of every organization is the successful accommodation of organization rationality along side with human happiness. Having a competent human resource is necessary but not sufficient, organizations

must provide a conducive atmosphere for performance and the human resource must be willing to realize its potentials.

Motivation refers to a complexity of forces inspiring a person at work to intensify his desire and willingness to use his/her potentialities to perform in order to achieve organizational objectives Mile, (2004). It actually refers to conditions which influence the arousal, direction and maintenance of behaviour relevant in work setting. The motivational force is aroused as a results of needs, which have to be satisfied Kootz et al., (1990). Human needs form the motivational basis of human behaviour. All of us have needs, Deep (1978), opines that need at work, at home, at play and every activity we pursue. Therefore, motivation of employees is an important control tool and should be adhered to in order to attain advantages like increased employee commitment, increased productivity, and efficiency. Motivation emphasizes result oriented management through setting of objectives and effective communication systems in organization.

Employee performance refers to the efficiency and effectiveness of employee in achieving organisational objectives Kootz et al., (1990). Employee performance can be evaluated by considering the level of absenteeism, quality of reports and time of reporting for and leaving for duty. It's important to note that after recruitment, most employees

subsequently expect or demand for other benefits as compensation for their time and effort towards achievement or organizational goals apart from the standard wage or salary Miles (2004). If the above benefits are not offered, it usually leads to various forms of dissatisfaction which may include; high absenteeism, constant grievances, high labour turnovers, strikes and as a result low performance of their due duties.

1.2 STATEMENT OF THE PROBLEM

The main aim of any organization is goal orientation and its attainment and for any organization to achieve its aim, there must be a well articulated and co-ordinated activities which require administration. The proper implementation of policy may not go along way if the workers are not adequately mobilized, encouraged and stimulated for work. In other words the morale of the working crew have to be boosted or aroused so that they could put in their best in reaching the organization's goal.

Although, organizations differ in what they can do to motivate workers, so also people differs in what motivate them to work. For instance, people may work hard because of companionship, money, recognition, advancement, for future security in the system, and sometimes because of an incentive system that rewards their efforts. The challenge to management therefore, is to

recognize and comprehend the impacts of the various motivational techniques on individual and group behavior within the organization. Towers (2003) emphasizes that employee motivation is perhaps the biggest driver of organizational performance. He adds that an organization which is able to motivate its employees and maintain it is able to leverage their zeal and drive in order to ensure staff performance. This study is aimed at examining the impact of workers/employee motivation on their performance.

1.3 RESREACH QUESTIONS

Employees in organizations aspire to work in conducive environment that could facilitate their productive effort and self realization. To this end and in line with the research objectives, the following questions are to be examined.

- i. What is the relationship between motivation and employee performance?
- ii. Can financial incentive alone fully motivate the workers?
- iii. Which motivational technique and practices are used in Noma Children Hospital?
- iv. What are the factors affecting workers performance?

1.4 OBJECTIVES OF THE STUDY

The research seeks to critically asses:

- i. The relationship between motivation and workers performance
- ii. How effective is financial incentives motivating performance
- iii. The motivational technique and practices in Noma Children Hospital Sokoto.
- iv. To make recommendation on how to improve motivational approaches and practices in Noma Hospital.

1.5 SIGNIFICANCE OF THE STUDY

This research work will be of great important to various groups of people like policy makers, future researcher and the management of Noma Children Hospital Sokoto.

The research will help the management of Noma Children Hospital to discover the effect of motivation on employee performance. This will help them come up with better motivation techniques which will result into improved employee performances.

The research will also benefit the future researchers who will carry out research about the same topic on motivation and workers performance and will learn more about motivation practices, factors affecting employee's

performance, the relationship between motivation and employee performance among others.

The study will benefit policy makers like the International Labour Organisation, Workers' Union and other government organizations to come up with effective realistic policies of motivating employees.

This research work will be of great benefits as it will hopefully contribute immensely to the development of the theory and practice of human resource management in organizations, focusing on motivation as it affects performance and satisfaction of employees.

1.6 SCOPE AND LIMITATIONS OF THE RESEARCH

This study is confined to Noma Children Hospital Sokoto to determine the effect of motivation or the type of motivation on workers performance.

The study have some limitations which are:

The first limitation is time, the available time lapse for conducting this research work does not permit the researcher to choose a large case study.

But it is believed that what is obtained in most organization are inherently similar, except for few environmental divergence.

Secondly, the financial resource constraints also pose a formidable threats against a wider coverage. It is also not out of place to state here that in a developing country like Nigeria there is bound to be a couple of problems such as diminutive organized literature and lack of adequate, current and reliable materials.

1.7 CHAPTER OUTLINE/SKIP

This study is divided into five chapters. Chapter one contained the general introduction: the backgrounds of the study, objectives of the study, significance of the study, research questions, scope and limitations of the study, chapterisation and definition of terms:

Chapter two contained the review of literatures.

Chapter three talked about the research methodology

Chapter four contained data presentations and analysis

Chapter five which is the last chapter contained the summary, conclusion and recommendations.

1.8 DEFINITION OF TERMS

Every discipline has its own terminologies and the use of words, the field of public administration is not left out, it has its terminologies. These

terminologies will now be defined as used in the study to facilitate understanding of the context and content of the case study.

Intrinsic motivation: are those rewards that can be termed “psychological motivations” they are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals.

Extrinsic motivation: are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work.

CHAPTER TWO

2.0 LITERATURE REVIEW

Much have been written about motivation and the role it plays in increasing the performance and productivity of workers.

This chapter contains a review of what scholars in the field have written about the key concepts such as motivation, its theories, motivation practices, employee's performance, factors affecting the employee performance, the relationship between motivation and employee performance and challenges of motivation.

2.1 MEANING OF MOTIVATION

The term motivation is derived from the Latin word "mouvere" meaning to move. It has been defined in many ways by many writers, but one thing about these numerous definition is that they all have certain things in common that is need, drives and incentive.

Balunya, (2005) defines motivation as the inducement of a desired behavior within subordinates with a view of channeling their efforts and activity to achieve an organization's goals. He adds that it is an internal

drive to satisfy an unsatisfied need in an organization and is also known as an incentive.

In public service, motivation occupies a key position. This is because it is concerned with inducing people to work to the best of their ability, to elicit better performance.

Motivation according to Glueck, refers to the inner state that energises channels and sustains human behaviours cited in Okojie, (1988). In the same vein, Robbins, (1998) conceives motivation as the willingness to exert high level of effort to reach organizational goal conditioned by the efforts and organizational ability to satisfy some individual need within the organization. Corroborating this Okojie et al (1998) while summarizing the various definitions of motivation, conclude that motivation refers to the process of being stimulated or influenced to act in a particular way in order to accomplish goals laid down by the organization. In this sense, motivation is a concept connoting the factors that move human beings to achieve goals. Goals may be established by a group or organizations, most actions are oriented primarily towards meeting personal needs and secondarily towards meeting group or organizations objective.

Essentially, the need that motivate people to act include both the physiological needs for air, water, food, sleep, safety and sex. The psychological needs for self respect, meaningful interactions with others, satisfaction, being liked and status.

Luthans (1989), also defined the term motivation as a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive. Thus, the key to understanding the process of motivation lies in the meaning of and relationship between needs, drives and incentives. Therefore, motivation consists of the following three interacting and interdependent elements.

- i. Need:** Needs are deficiencies. They are created whenever there is a psychological or physiological imbalance. For instance, a need exists when organs in the body are deprived of food and water or when the personality is deprived by other people who are friends or companions.
- ii. Drives:** A drive is defined as “a deficiency with direction” drives or motives are set up to alleviate needs. Drives are actions oriented to provide an energizing thrusts towards goal accomplishment. They are at the very heart of the motivation process. The instance of

the need for food and water are translated into the hunger and thirst drives, and the need for friends becomes a drive for affiliation.

iii. Incentives: At the end of the motivation cycle is the incentive which is defined as anything that will alleviate a need and reduce drive. That is, obtaining an incentive will tend to reduce physiological or psychological balance and will reduce or eliminate the drive. Eating food, drinking water and obtaining friends will tends to restore the balance and reduce the corresponding drives. Therefore food, water and friends are the incentive here. Incentives are among the ways in which an individual can be motivated (move) towards achieving a certain goals.

For the purpose of this study motivation is defined as those inner drives which activate or move an individual to action. It goes thus Needs-Drives-Incentives.

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

motivation Deci (2000) theorized about both intrinsic and extrinsic motivational states and about correlated of those state.

According to McCormick and Tifflin (1979), motivation can either be intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work. Such tangible motivations are often determined at organizational level, and may be largely outside the control of individual managers.

Intrinsic motivation on the other hand can be termed “psychological motivations” and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

2.3 THEORIES OF MOTIVATION

Motivation is a complex process. Numerous studies have been produced given rise to a wide range of theories. For the purpose of this study, the following theories would be reviewed.

1. Abraham Maslow's Hierarchy of Needs
2. The Hygiene Theory
3. The Expectancy Theory
4. The Equity Theory
5. Taylor's Classical Theory

ABRAHMAN MASLOW'S HIERACHY OF NEEDS THEORY

The hierarchy of needs theory advanced by Maslow, (1943) contends that human motives develop in a sequence. He is of the belief that people are motivated by a desire to satisfy a hierarchy of needs. His motivation framework stresses two basic assumptions Viz:

1. Man is a wanting animal whose needs depend on what he already has. Only need not yet satisfied can influence behavior, thus a satisfied need ceases to be a motivator.
2. Man's need are arranged in a hierarchy of importance. Once a need is relatively satisfied another emerges and demand satisfaction.

Thus, Maslow identified need in hierarchy of five in ascending order of important. They include

1. **Physiological needs:** these are the physical requirements for human survival. If these requirements are not met, the human body cannot

function properly and will ultimately fail. Physiological needs are thought to be the most important, they should be met first. These are air, water, food, clothing, shelter and sex.

2. Safety needs: with their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior.

Safety and personal security include:

- Personal security
- Financial security
- Healthy and well being
- Safety net against accidents/illness and their adverse impacts.

3. Love and belonging: After physiological and safety needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless if these groups are large or small. For example, some large social groups may include clubs, co-workers, religious groups, professional organization etc. some examples of small social connection include family members, intimate partners, mentor, colleagues etc.

4. **Esteem needs:** all humans have a need to feel respected, this includes the need to have self esteem and self respect. Esteem presents the typical human desire to be accepted and valued by others. People often engaged in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value.
5. **Self actualization:** “What a man can be, he must be”. This quotation forms the basis of the perceived need for self actualization. This level of need refers to what a person’s full potential is and the realization of that potential. Maslow describes this level as the desire to accomplish everything that one can, to become the most one can be.

According to Maslow, an individual cannot seek the satisfaction of higher needs until the lower needs have been met. The theory have implication to the administrator that to have a good job performance the needs of everyone in the organization have to be identified and satisfied. But in reality this is impossible, the theory is criticized on the ground that needs are hardly arranged hierachically.

THE HYGIENE THEORY

Fredrick Hertz (1949), the two factor theory also known as the hygiene theory, where he referred to satisfiers as motivators, dissatisfiers as hygiene

factor. He found out that motivators were related to job experience and dissatisfiers related to environmental conditions. These are classified in the task below.

Table 1: Motivation satisfiers and dis-satisfier

Motivators (satisfiers)	Maintenance factor (dissatisfier)
Challenging works	Status
Achievement	Interpersonal relation
Growth of the job	Quality supervision
Responsibility	Company policy
Advancement	Working condition
Recognition	Salary

Source: Fredrick Herzberg (1959). The motivation to work

Dis-satisfier factors (hygiene factor) as seen on the table above are those things that can either cause or prevent dissatisfaction. When these things are adequately taken care of dissatisfaction will disappear but no positive attitudes and motivation results. Thus, the hygiene factors are only preventive, they can prevent dissatisfaction but do not act as personal incentives to motivate people to high level of performance and productivity.

Satisfiers (motivational factors) on the other hand are those things which lead to the development of positive attitude and motivation and act as individual incentives towards high performance and productivity.

THE EXPECTANCY THEORY

Victor, Vroom (1964) advanced the expectancy theory. He contends that the extent and degree of motivation are functions of two things:

- i. The value of a particular incentive to the individual. That is, his perception of whether the incentive will fulfil or satisfy the need the incentive is designed to satisfy.
- ii. The existence of a valued goal (incentive) is not a sufficient condition for action, people will act only when they have a reasonable expectation that their actions will lead to desired goals.

Vroom identified the important dimension of expectancy which could be expressed in the following formula

Force of motivation = valency \times expectancy

According to Vroom, valence refers to value attached to a particular outcomes while expectancy is based on the belief concerning the likelihood that a particular act will be followed by a particular income. The directional concept which describes how valences and expectancies combine in determining choice is known as “force” which is synonymous with motivation.

ADAMS EQUITY THEORY

This theory was developed by Stacy J. Adams (1967) and the theory argues that the major determinant of job satisfaction is the degree of equity or inequity which is defined in terms of a ratio of an individual's input (such as pay) as compared with a similar ratio for a relevant "OTHERS" Adams stated that inequity exists for a person when he perceives that the ratio of his outcomes to inputs and the ratio of others' outcomes to others' inputs are equal either.

- i. When he and the other are in a direct exchange; or
- ii. When both are in an exchange relationship with a third party and person compares himself to other.

Thus, when the two ratios are equal to each other, equity or satisfaction is the likely result and if they are unequal, inequity or dissatisfaction is the likely effect and this will reduce the morale of the affected employee.

From Adams' definition, it implies that an inequitable relation occurs not only when the exchange is not in the person's favour, but when it is to his advantage as well. Adams hypothesized however, that the threshold for over-reward may be written off as good luck, whereas similar deviations in the direction of under-reward will not be so easily tolerated.

One can therefore sum up by saying that the wealth of knowledge given to administrator by this theory “equity” with proper application would improve organizational climate and consequently increases productivity and satisfaction of employee.

The theory is however been criticized on the ground that it does not specify which one has the priority to achieve the equity and the fact that the issue of satisfaction are complex.

TAYLOR’S CLASSICAL THEORY

The theory was propounded by Winslow Frederick Taylor in 1919. “Scientific Management” he assumed that workers could be made to increase their productivity by making them “human machine” this will be in return for high financial rewards. Using a stop watch, he broke up the production process into a series of distinct operations, each with an established average completion time. Once performance standards were set for each activity he introduced an incentive system in which workers whose production exerted the quota or average were rewarded with a cash bonus. Hence, the more units produced, the greater the income.

Taylorism have however been criticized on the ground that it dehumanized workers by equating men with machine.

2.4 MOTIVATION PRACTICES

Different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and non financial incentives are considered in the discussion below:

According to Cole (1998), financial incentives are rewards/payments that employees get in consideration of their contribution towards the organization. He adds that these are payments for labour as a factor of production.

Wages and Salaries

Lindner (1995) notes that, though monetary methods of motivation have little value, many firms still use 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 a year's work and are paid at the end of each month.

Piece Rate

According to Lun Chien-Chung (2003) piece rate is the paying of a work per item produced in a certain period of time. He asserts that this increases speed of work and therefore productivity. This is in agreement with the earlier revelations made by Taylor (1993) who notes that though the employees will care less about the quality of their work, their speed improves with the piece rate practice of motivation.

Fringe Benefit

According to Doellgast (2006) fringe benefits are often known as “perks” and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meal, education etc. He asserts that these encourage loyalty to the company such employees may stay longer with the company.

Performance Related Pay

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers.

According to Higgins (1994), this system is increasingly being used by organizations world wide because it reduces the amount of time spent on

industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

Bonuses

Marler (2000), indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employees incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied. This is in agreement with Likert's (2004) study which conducted that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

Mwanje (2000) believes that non-financial incentives are the most important motivators of human behaviour in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding

employees. They are opportunities that help employees in the accomplishments of the set goals. They include

Training Opportunities

Hammer (2000) asserts 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 how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks.

Herzberg (1998) agrees to Hammer's assertion. He adds that training makes the employees earn confidence to do a job thereby improving their attitude hence motivation.

Job Rotation

Fowler (2001) revealed that when an employee does one kind of job week in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton (2002) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee, it just employee not to get bored with their

work. In other words it helps the employers to maintain a certain level of motivation in employees.

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 company. Strong communication skills are necessary when assigning tasks to the employees so that the tasks are clearly defined and understood.

Marie (2000) asserts that the manager ought to communicate to their subordinates in such way that they will not feel that they are being forced to do a particular task. Jean (2002) agrees and asserts that managers should develop an inclusive approach to decision making if at all they are to increase their employees motivation level.

2.5 EMPLOYEE PERFORMANCE

Employee performance is a term typical to the Human Resource field where employee performance can be refer to the ability of employees to achieve organizational goals more effectively and efficiency. It involves all aspects which directly or indirectly affect and relate to the work of the employees. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Koontz, H. (1988) ways in

which employees performance can be increased include; proper incentive systems which may be financial or nonfinancial.

Financial incentives include, salaries, allowances, overtime payment, bonuses and wages while nonfinancial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

Relationship between Motivation and Employees Performance

There is a competitive environment among the various businesses and organizations therefore all employers try to manage their cost in order to retain their key employees through motivating them. The relationship between motivation and worker's performance is that employees tends to perform much better when they are positively and consistently motivated while those who are less motivated tend to perform poorly. Therefore, motivation is directly related to performance of employees in a company.

Lawler (1985) concluded that factors influence the performance with regards to work. Firstly, it depends on the amount received and the amount the individual feels he or she should receive. Secondly, comparison to what others collect influences people's performance.

Thirdly, employee's satisfaction with both intrinsic and extrinsic rewards received affects overall job performance.

Fourthly, people differ widely in the rewards they desire and in the value they attach to each. And the fifth, that many extrinsic rewards satisfy only because they lead to other rewards. All these observations suggest the need for a diverse motivational system which will eventually leads to good performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter deals with the methods and tools the researcher used in data collection and analysis. In order to get views on motivation and worker's performance in Noma Children Hospital, Sokoto, both primary and secondary data sources were used.

3.1 RESRACH DESIGN

The research used a case study which was Noma Children Hospital and adopted an exploratory research design because it sought to know the relationship between motivation and worker's performance.

3.2 STUDY AREA

The area of study is the Noma Children Hospital Sokoto.

“Noma” project was founded in 1995 by a team of plastic surgeons flown in from Europe on free services to humanity. The operation of these services was earlier carried out within the Sokoto specialist Hospital Sokoto premises until 17th September, 1999, when President Olusegun Obasanjo commissioned Noma Children Hospital located at Garba Mohammad

Road, Runji Sambo Sokoto North Local Government Area, Sokoto State, built by Sokoto State Government. Noma Children Hospital provides the following services to the needy free of charge.

- Noma disease surgery
- Burns contracture release
- Cleft lips and palate surgery
- Tumour surgery etc

The Hospital is run by Nigerian Partners (Sokoto State Ministry of Health, Federal Ministry of Healthy) and overseas partners (AWD Foundation Germany, Dutch Noma Foundation, Facing Africa GB). The Nigerian partners are mainly responsible for the day to day running of the hospital on special grant and salaries. The foreign partners mainly provides equipments and facilitation of surgical camps.

Noma hospital receives patronage from all over the country mainly from the Northern States and the neighbouring countries like Ghana, Togo, Niger etc.

Noma Children Hospital has a total of two hundred and twenty two (222) staff

3.3 STUDY POPULATION

The population of the study is made up of all employees of the Hospital. Their number put at two hundred and twenty two.

3.4 SAMPLE AND SAMPLING TECHNIQUES

The sample size for the study was one hundred employees of Noma Children Hospital Sokoto. These samples were drawn randomly from different departments in the Hospital.

The simple random sampling is a basic sampling design, which allows equal representation and selection of samples

3.5 INSTRUMENT FOR DATA COLLECTION

For the purpose of this study a self designed close-ended questionnaire was used in collecting data from the respondents.

3.6 METHOD OF DATA COLLECTION

An introduction letter was collected from the Department of Public Administration Usmanu Danfodiyo University Sokoto to the management of Noma Children Hospital for their information and necessary assistance.

The questionnaire was distributed randomly to hundred (100) employees from each department in the hospital

3.7 METHOD OF DATA ANALYSIS

Data collected for this research work were analysed using descriptive statistics which includes tables, percentages, charts and frequency distribution.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter deals with the presentation and analysis of the responses from the questionnaire administered.

Hundred (100) questionnaires were prepared and administered out of which seventy two (72) were completed and returned. This will form the basis of the analysis.

The finding and conclusion drawn shall be based on the responses, fact and figure.

The questionnaire is divided into two sections, section A comprises of demographic questions 1-5, and section B comprises of questions 6-24 which deal with the motivation and workers performances

4.1 DATA PRESENTATION AND ANALYSIS

For lucid and clear presentation of data, the responses obtained from the questionnaires were converted into tables, simple percentage and charts.

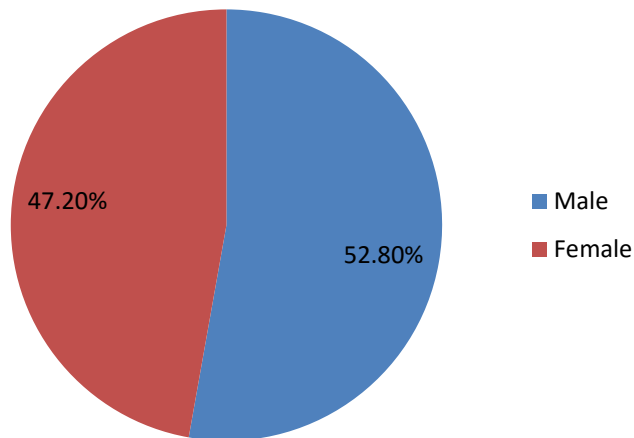
Table 4.1: Sex of Respondent

Sex	No. of staff	Percentage
Male	38	52.8
Female	34	47.2
Total	72	100

Source: Questionnaire administered, 2014.

Figure 1

For further illustration the pie chart below shows the percentage of staff by sex



The table 4.1 are figure 1 above shows that 38(52.8%) of the respondent were males while the remaining 47.2% (34) were females.

Table 4.2: Age of Respondents

Age (years)	No. of staff	Percentage %
18-27	16	22.2
28-37	28	38.9
38-47	17	23.6
48-57	9	12.5
58 and above	2	2.8
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 22.2% of the respondents are between 18-27 years, 38.9% were between 28-37years, 23.6% were between 38-47years, 12.5% were between 48-57years while the remaining 2.8% were between 58years and above.

Table 4.3: Marital Status of Respondents

Marital Status	No. of staff	Percentage
Single	19	26.4
Married	51	70.8
Widow(er)	1	1.4
Divorced	1	1.4
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 26.4% of the respondent were single, 70.8% were married, 1.4% widow(er) and the remaining 1.4% is divorced.

Table 4.4: Qualification of Respondents

Qualification	No. of staff	Percentage %
SSCE	10	13.9
OND	22	30.6
HND	15	20.8
BSC	25	34.7
Total	72	100

Source: Questionnaire administered, 2014

Above table shows that 13.9% were SSCE holders, 30.6% were OND holders, 20.8% were HND holders while the remaining 34.7% were BSc holders.

Table 4.5: Designation of Respondents

Designation	No. of staff	Percentage %
Doctor	4	5.6
Nurse	16	22.2
Pharmacist	3	4.2
Administrative staff	15	20.8
Laboratory staff	20	27.7
Medical record staff	6	8.3
Attendant	4	5.6
Security staff	4	5.6
Total	72	100

Source: Questionnaire administered, 2014

From the table, 5.6% were Doctors, 22.2% were Nurses, 4.2% were Pharmacist, 20.8% were the Administrative Staff, 27.7% were Laboratory staff, 8.3% were Medical Record, both Security and Attendants staff were 5.6% each.

Table 4.6: Years of experience of Respondents

Years	No. of staff	Percentage
1-5	44	61.1
6-10	14	19.4
11-15	11	15.3
16 & above	3	4.2
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 61.1% of the staff have served within 1-5years, 19.4% served within 6-10years, 15.3% served within 11-15years while the remaining 4.2% have served for 16years and above.

Table 4.7: Determinants of Job Satisfaction

Determinants of job satisfaction	No. of staff	Percentage
Salary	28	38.8
Promotion	13	18.1
Job itself	26	36.1
Others specify	5	7
Total	72	100

Source: Questionnaire administered, 2014.

The table shows that the determinants of the staff’s job satisfactions for 28 of the respondents (38.8%) is salary, 13 respondents (18.1%) take promotion as the determinant of job satisfaction. The job itself is the determinant of satisfaction for 26 (35%) respondents while the remaining 5 respondents (7%) belief that both salary and promotion are determinants while others did not specify any of the determinants of job satisfaction.

Table 4.8: On whether good salary and allowances are effective incentives to encourage good performance

Variables	No. of staff	Percentage %
Yes	70	97.2
No	2	2.8
Total	72	100

Source: Questionnaire administered, 2014.

The table shows that respondents 70 respondents (97.2%) agreed that good salary and allowance are good incentives to encourage good performance while only 2 respondents (2.8%) disagreed.

Table 4.9: On whether good working conditions are good incentives to encourage good performance

Variables	No. of staff	Percentage %
Yes	72	100
No	0	0
Total	72	100

Source: Questionnaire administered, 2014.

From the table above 100% of the respondent agreed that good working condition is a good incentive to encourage good performance.

Table 4.10: On whether job security enhances effective performance

Variable	No. of staff	Percentage %
Yes	67	93.0
No	5	7
Total	72	100

Source: Questionnaire administered, 2014.

The table shows that 67 (93.0%) of the respondents agreed that job security can encourage good performance while the remaining 5 respondents (7%) disagreed.

Table 4.11: On whether good working relation with colleagues and employers influences job performances

Variables	No. of staff	Percentage %
Yes	72	100
No	0	0
Total	72	100

Source: Questionnaire administered, 2014.

From the table 72 respondents (100%) of respondents unanimously agreed that good working relation with colleagues and employer can influence positive performance.

Table 4.12: On whether Participation in decision making enhances effective performance

Variable	No. of staff	Percentage %
Yes	68	94.4
No	4	5.6
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 68 respondents (94.4%) agreed that their participation in decision making can encourage them to perform better while the remaining 4 respondents (5.6%) disagreed.

Table 4.13: On whether Constant supervision by immediate supervisor enhances productivity.

Variable	No. of staff	Percentage
Yes	59	81.9
No	13	18.1
Total	72	100

Source: Questionnaire administered, 2014

From the table it can be deduced that 59 respondents (81.9%) agreed that constant supervision by immediate supervisor is a good technique to encourage them to perform well while the remaining 13 respondents (18.1%) disagreed.

Table 4.14: On whether respondents have ever attended training programme

Variable	No. of staff	Percentage %
Yes	59	81.9
No	13	18.1
Total	72	100

Source: Questionnaire administered, 2014

The table shows that majority 59 respondents (81.9%) have attended training programmes either on long or short term. While the remaining 13 respondents (18.1%) have never attended a training programme before.

Table 4.15: On the frequency of training programmes

Variable	No. of staff	Percentage %
2 years	22	30.6
3 years	15	20.8
Others specify	35	48.6
Total	72	100

Source: Questionnaire administered, 2014.

From the table we can deduce that 22 respondents (30.6%) agreed on 2 years interval of training, 15 (20.8%) agreed on 3 years while the remaining 35 (48.6%) were not specific

Table 4.16: On whether training enhances good performance

Variable	No. of staff	Percentage %
Yes	69	95.8
No	3	4.2
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 69 (95.8%) of the respondents agreed that training enhances encourage good performance while the remaining 3 (4.2%) disagreed.

Table 4.17: On whether motivation is the most important factor in employees performance

Variable	No. of staff	Percentage %
Yes	71	98.6
No	1	1.4
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 71(98.6%) of the respondent agreed that motivation is the most important factors in employees performance while the 1 (1.4%) disagreed.

Table 4.18: On whether respondents are promoted as at when due

Variable	No. of staff	Percentage %
Yes	44	61.1
No	28	38.9
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 44 (61.1%) of the respondents were promoted as at when due while the 28 (38.9%) were not.

Table 4.19: On whether respondents have ever received bonuses

Variable	No. of staff	Percentage %
Yes	16	22.2
No	56	77.8
Total	72	100

Source: Questionnaire administered, 2014

From the table it can be deduced that 16 (22.2%) of the respondents have received bonus apart from their salary before while 56 (77.8%) have never received any bonus since they started working in Noma Children Hospital.

Table 4.20: On whether respondents have ever received loan

Variable	No. of staff	Percentage %
Yes	20	27.8
No	52	72.2
Total	72	100

Source: Questionnaire administered, 2014

The table shows that 20 (27.8%) of the respondents have received loan before while 52 (72.2%) have never received any loan since they started working in the organization.

Table 4.21: On motivation techniques adopted by the organization

Variable	No. of staff	Percentage %
Salary	48	68.6
Fringe benefit	2	2.8
Bonus	1	1.4
Loan	0	0
Training	16	22.2
Others	5	7

Source: Questionnaire administered, 2014

Figure 2: Bar chart showing type of motivation techniques adopted in Noma Children Hospital Sokoto

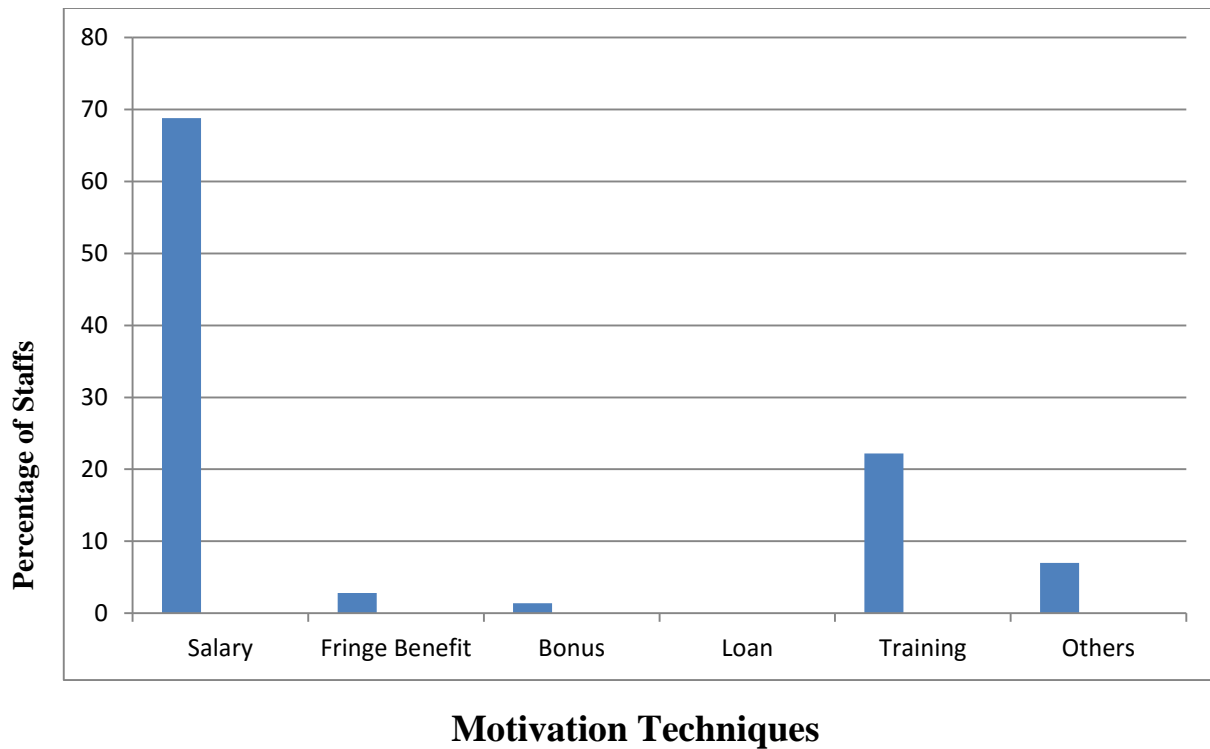


Table 4.21 and figure 2 show that salary 48 (66.6%) is the major motivation technique adopted in Noma Children Hospital, followed by training with 16 (22.2%) respondents, followed by fringe benefit with 2 (2.8%) respondents bonus with 1 (1.4%) respondent while there is no response for loan and 5 (7%) respondents did not specify.

Table 4.22: On whether financial incentive alone motive employees

Variable	No. of staff	Percentage %
Yes	34	47.2
No	38	52.8
Total	72	100

Source: Questionnaire administered, 2014

From the table it can be deduced that 38 (52.8%) of the respondents disagreed that financial incentive alone can fully motivate the workers while 34 (47.2%) agreed that financial incentive alone can fully motivate workers to perform better.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This research work has explored one personnel administrative function- Motivation as it relates to worker's performance a case study of Noma Children Hospital Sokoto.

Chapter one as the introductory chapter contained the background to the study, and statement of research problem. Other component of this chapter includes research questions, objectives of the study, significance of the study, scope and limitations of the research, chapter outline and definition of terms,

Chapter two attempted a review of different literature concerning motivation. Different theories of motivation were also reviewed in relation to employees morale and productivity.

Chapter three discussed the methodology of the study, the sample and sampling techniques, study area, study population, instrument for data collection, method of data collection and data analysis.

Chapter four present and analysed data collected through questionnaire administered which form the basis of the analysis.

Chapter five discusses the summary, conclusion and recommendations.

5.2 CONCLUSION

The main objectives of this research was to critically asses the relationship between motivation and workers performance, how effective is financial incentives motivating performance, the motivational techniques adopted in Noma Children Hospital Sokoto and to make recommendation on how to improve motivational approaches adopted in Noma Hospital.

Findings from this work revealed that motivation is the most important factor in workers performance.

It was deduced from the study that financial incentives alone can not fully motivate workers good performance which indicates that there are other factors that motivate good performance. This includes: job security, good working conditions, good working relation with colleagues and employer, participation in decision making, training etc.

Also from the finding it was revealed that salary is the only motivational technique adopted in Noma Children Hospital as most of the workers have

never received bonus, loan and any fringe benefit since they started working in the organization. It was only few of them that have ever received loan, bonus and were sent for training.

The research work has succeeded in achieving the objectives of the study as well as answering the research questions.

The analysis also established that some factors motivate and stimulate workers to perform better in an organization thus enhancing productivity.

5.3 RECOMMENDATIONS

On the basis of the findings of this research work the following recommendations are offered to improve worker's motivation, boosting their morale as well as increasing performance in Noma Children Hospital Sokoto and the public organizations in general.

1. The following factors should be put in place or improved upon to enhance workers performance; good salary and allowances paid timely, good working conditions, good working relation with colleagues and employer.
2. **Promotion:** Promotion should be based on merit not on wrong criteria or improper selection procedures which can generates feelings of alienation, frustration, dissatisfaction and industrial conflicts.

As promotion is an essential motivating tool that inform the workers that their good works is been recognized and appreciated for more advanced effort.

3. **Training:** Training schemes for all categories of workers should be introduced. The management of all tiers of government should commit resources to the training and development of their personnel. As continuous development and training of employees at all levels is essential for improving performance and to increase the level of commitment of the workers.
4. **Participation in decision making:** Worker should be allowed to play an active role in decision making in an organization. It is a vital motivational tool because it gives the employees a sense of belonging and keeping them always conversant with the activities of the organization. This can also make the organization enjoys full cooperation and commitment of the employee toward achieving their goals and objectives.
5. Lastly, the management of Noma Children Hospital should improve on their motivational techniques and practices. Apart from the workers monthly salary they should have the benefit of enjoying bonuses even if only during festive period or at the end of each year;

fringe benefits, loans such as car loan, housing loan, furniture etc.

Training of all cadres of workers should also be regular at interval of

between 2 to 3 years.

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QUESTIONIARE

Topic: Motivation and Worker's Performance: A case study of Noma Children Hospital Sokoto.

Dear Sir/Ma,

I am Ogundiya Florence A., Adm. No: 13120904008, a post graduate student in the Department of Public Administration of Usmanu Danfodiyo University Sokoto. I am currently conducting a study on the Motivation and Worker's Performance in your organization. The study is purely for academic purpose and the information given will be treated with utmost confidentiality. I therefore, humbly request you to spare some time and answer the following questions.

Thank you.

SECTION A: PERSONAL DATA

Tick the response/answer as appropriate or as applicable to you

1. Gender

a. Male () b. Female ()

2. Age bracket (years)

a. 18-27 () b. 28-37 ()

b. c. 38-47 () d. 48-57 () e. 58 and above ()

3. Marital status

a. Single () b. Married () c. Widow(er) ()

d. Divorced ()

4. Educational background

a. SSCE () b. OND () c. HND ()

d. B.Sc ()

5. Designation

a. Doctor () b. Nurse () c. Pharmacists

d. Administrative staff () e. Laboratory staff ()

f. Attendant staff () g. Security staff ()

SECTION B

6. For how long have you been working here?

a. 1-5 years () b. 6-10years ()

c. 11-15 years () d. 16 years and above ()

12. Do you think that your participation in decision making can encourage you to perform better?

a. Yes ()

b. No ()

13. Do you think constant supervision by your immediate supervisor is a good technique to encourage you perform well?

a. Yes ()

b. No ()

14. Have you ever attended a training programme either on long or short term?

a. Yes ()

b. No ()

15. How often do you go for training either for long or short term?

a. 2years ()

b. 3 years ()

c. Other specify _____

16. Do you consider training as a good incentive to encourage good performance?

a. Yes ()

b. No ()

17. Do you consider motivation as the most important factor in employee/worker's performance?

a. Yes ()

b. No ()

18. Are you being promoted as at when due?

a. Yes ()

b. No ()

19. Have you ever received bonus apart from your salary since you started working in this organization?

a. Yes () no ()

20. Have you ever received loan since you started working in this organization?

a. Yes ()

b. No

21. What type of motivation techniques and practices operate in this organization?

a. Salary ()

b. Fringe benefit ()

c. Bonus ()

d. Loan ()

e. Training ()

f. Others please specify _____

22. Can financial incentive alone fully motivate the workers?

a. Yes ()

b. No ()

Thanks for your response