

Motivation and Employees Performance among Health Workers in Nigeria

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ABSTRACT

This study, motivation and performance of employees in Federal Medical Center Owo, was aimed at assessing motivation and its role on employee performance. Motivation is something that moves the person to actions and continues the cause of action inhaled. Motivation has the role of developing and intensifying the desire of every member of the organization, to work effectively and efficiently in his position. The sample for this study was fifty employees from this organization. Probably sampling and simple random sampling techniques were used to select the respondents of the questionnaires. The study revealed that indeed there is a relationship between motivation and performance and aside the known fact that money is the key amongst the motivational factors to employees. It was discovered that employees are gradually becoming particular about trust, respect, high expectation, recognition, appreciation, and good working environment. The study also revealed that, management can make use of different strategies and policies to improve motivation that would enhance performance in Federal Medical Center Owo. Employees are interested in better salaries, regular promotion and among other motivational elements sufficient to push employees of the Federal Medical Center Owo, to give their best.

Keywords: Motivation, Employees Performance, Health workers, Nigeria

Introduction

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these constraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment.

The role of the human resource manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a strategic role in the success of an organization. Organizations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources. With the increase in competition, locally and globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. In addition, within this change in environment, the Human Resource professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, Human Resource must be a business driven function with a thorough understanding of the organisation's big picture and be able to influence key decisions and policies. In general, the focus of today's Human Resource Manager is on strategic personnel retention and talents development. Motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By motivating the work force, management creates the desire to work. This is necessary to boost employee performance.

Motivation is crucial for organizations to function; without motivation employees may not put up their best and the organization's performance would be less efficient. The issue of employee dissatisfaction and related attitude towards work is assuming alarming rate worldwide. The situation is even more serious in developing countries where working conditions are poor.

In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job, and increasing their job-related well-being in general.

1.2 Statement of the Problem

According to Halepota (2005), motivation is crucial for organizations to function. Motivation is a theoretical construct used to explain behavior. It gives reason for people's actions, desires, and needs; without motivation employees will not put up their best and the company's performance would be less efficient. This is evident in Federal Institutions of which Federal Medical Centre Owo is one where in recent times the labour front has been plagued with repletion of industrial unrests. The big question one can ask therefore is what accounts for this unfortunate situation in Federal Health Institutions with focus on Federal Medical Centre, Owo?

The main question that this paper seeks to address is how employee performance can be enhanced against the backdrop of motivational challenges in the public sector with reference to Federal Medical Centre, Owo, as workers are always agitating for better conditions of services.

1.3 Objectives of the Study

The study seeks to assess the role of work motivation on the performances of employee's of Federal Medical Centre, Owo.

The specific objectives of the study include the following:

1. To examine ways of motivating employees to put up their best.
2. To assess which factors motivate Federal Medical Centre, Owo workers most
3. To evaluate the role that motivation in workers performance in FMC.
4. To establish a relationship between motivation and performance.

1.5 Research Questions

The overall objective is to assess the roles motivation play on the employees' job performance in an organization. In line with this, the study seeks to answer the following questions:

- i. What forms of motivation are available to employees in the Federal Medical Centre, Owo?
- ii. What factors motivate workers most in the Federal Medical Centre, Owo?
- iii. What role(s) does motivation play on workers' performance at Federal Medical Centre, Owo?
- iv. What is the relationship between motivation and performance in the Federal Medical Centre, Owo?

2.1 Literature Review

Most institutions and organizations strive to improve quality service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the business or the organization. Important goals could be to ensure a firm and stable work environment to promote good work performance. The competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Bolman, 1997).

One strategy for reaching higher goals and development is motivation. Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Pare 2001). Motivating employees is essential for the achievement of organizational goals.

It has been commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public mission of the organization (Baldwin, 1984, Crewson, 1997). Charged with promoting general social welfare, as well as the protection of the society and every individual in it, public organizations often have missions with broader scope and more profound impact than organizations in the private sector (Baldwin I 984).

The Concept of Motivation

The world motivation has been derived from motive which means any idea, need or emotion that prompt a man into action. Whatever may be the behavior of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying the person's needs and desires.

There is no universal theory that can explain the factors influencing motives which control man's behavior at any particular point in time. Generally, different motives operate at different times among different people and influence their behaviours. The process of motivation studies the motives of individual which cause different type of behavior.

Kreinter(1995). Buford and Linder (1995), Higgins (1940 cited in Linder (1998) defined motivation as “the psychological process that gives manner to achieve specific unmet needs, an unsatisfied need and the will to achieve, respectively”

According to Dubin (2002), Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues with him in the course of action already initiated. Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organisation’s objectives. It is something that moves a person into action and continues with him in the course of action enthusiastically.

Motivation is a complex phenomenon, which is influenced by individual, cultural, ethnic and historical factors. Motivation can be defined as a series of energizing forces that originate both within and beyond an individual’s self. These forces determine the person’s behaviour and therefore, influence his/her productivity (Jackson, 1995). According to De Cenzo et al., (1996), people who are motivated use a greater effort to perform a job than those who are not motivated. In other words, this means that all thinkable factors of physical or psychological aspects that we interact with, leads to a reaction within our self or of the entire organization.

According to Latham and Ernest (2006) motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20th century that to motivate employees, there are more factors than just money. In their view, employees’ satisfaction with their job is an important indicator for a good job performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers’ mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person’s self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation.

The familiar notion that people leave managers, not organizations, suggests that the organizations concerned, were subjected to failure for holding managers responsible to understand their role in motivating people and to manage performance as effectively as they can. The biggest challenge for Human Resource Managers is to push line managers to manage and develop people.

Motivation and Job Performance

According to Butkus and Green (1999), motivation is derived from the word motivated, means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation as goal directed behaviour. This objective nature of motivation is also suggested by kreitner and Kinicki (2001) put forward that motivation represents those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed.

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Mol(1992) differentiates between the terms movement and motivation. Movement carries out the task for compensation, remuneration in humans mind to act, while the term motivation is stapled with total involvement of a person in its tasks to carry out with excitements and happiness. In simple words, movement compels a person to carry out tasks, while motivation is self-realized jubilant and pleasing act of carrying out specific tasks. The researcher emphasizes on motivation which is basis for the success because the person involved in it is very happy and voluntarily excited not for compensation. Motivation is reason for individuals’ accomplishments to carry out the project (La Motta 1995). There are many aspects of motivation in an organization; a person motivated by those aspects may not necessarily motivate another person, because there are many different factors that affect motivation for different level employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and improved (Baron, 1983). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people

have the motivational behaviour. Lawler (2003) noted that different theories questioning why people prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards. These are some of the resonating questions that create so many assumptions and hypotheses to be researched.

It is widely recognized in management circles, that motivation plays a role in keeping an employee performing his or her best in any task assigned. Assessing La Motta and Baron, views on the concept of motivation makes one wonder why incentives provided to workers did not yield intended purpose. This is as a result of dynamics of individual needs and humans can never be satisfy in that, when one need is catered for responded, the worker shifts to another need and this then becomes a challenge hence the call for further research on the issue of motivation.

The Role of Motivation In workers performance

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993).

According Smith, the reason why employers motivate employees is purposely for survival (Smith, 1994). Despite the fact workers always agitating for compensation for work done to keep them alive seems to have problem because, when workers are satisfy with their survival needs, they tend to fight for recognition and others. For example, some feel that they should be sponsored to travel outside the country. They felt that, they should be part of decision making body in the organizational setup. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen and Radhakrishna, 1991). For example, research by Kovach suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). In addition, as employees get older, interesting work becomes more of a motivator.

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportional to the personal goals of individuals.

Robert (2005) reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard. The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect. The employees' motivation, their enthusiastic and energetic behaviour towards task fulfillment plays a key role in the success of an organization (Cheng, 1995).

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal of the service manager which is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. There are many ways in which organizations can affect the employee's perceptions of goal importance. First, as mentioned above, managers can persuade employees that their jobs are important by providing a convincing rationale for their work tasks (Locke, Latham, & Erez, 1988). One way managers may attempt to do this is by linking the job performance directly to organizational performance. Similar to the concept of task significance, if employees can see how their work contributes to achieving important organizational goals, then they are more likely to see their work as particularly salient because the link between individual and organization goals may extend beyond the boundaries of the organization (Perry & Porter, 1982; Perry & Wise, 1990).

Motivation is an effective instrument in the hands of manager for inspiring the workforce and creating a confidence in it. By motivating the work force, management creates will to work which is necessary for the

achievement of the organizational goals. Motivation involves getting the members of the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated:

The workforce will be better satisfied if management provides them with opportunities to fulfill their physiological and psychological needs. The workers will cooperate voluntarily with management and will contribute their maximum towards the goals of the enterprise.

Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity as well as the rate of labour turn over and absenteeism among the workforce will be reduced to the barest minimum (Chhabra2010:pl.3-11.4)

It is true to some extent that when workers are motivated, their ability to increase productivity will be high. There are certain situations some workers attitude are not reversible and management must put pressure in order to influence them work hard. Despite the deviates in every society, motivation still remains a powerful or recommended tool in influence labour force's will to work.

The Nature of Motivation in Healthcare Environment

When considering healthcare environments, several unique characteristics distinguish them from other types of workplace. Healthcare provides greater challenges and opportunities than any other industry. Shift work and shared places are common. Also most healthcare environments involve both solo work and collaboration. The client/patient population includes all ages, all sizes and all characteristics of the people from the youngest to the oldest, smallest to largest. Regulations, security and privacy are becoming increasingly important considerations in healthcare environments. There is a unique privacy requirement for patient information that is accommodated in a work setting that is, in both design and practice, inherently opened and shared.

Many jobs in healthcare involve a very wide range of physical action from positions and postures that may not be ideal and could place workers at risk for accidents and injuries. It is common to find jobs involving pushing, pulling, reaching, bending, stretching, lifting, lowering, sitting, and standing, walking and carrying. Many healthcare jobs are characterized by multi-tasking physical activity with highly skilled knowledge work and technology use. The workforce is predominantly, but not exclusively female.

The concept of motivation is not new to healthcare. Compensating workers for good job done in form of rewards, organizing, sponsoring training and development, payment of allowances and making workers comfortable and effective as possible parallel the goals and objectives of effective healthcare. Medicine and healthcare have a long tradition of attention to the importance of motivation using various principles. In Federal Medical Centre, Owo motivation is an accepted part of workers' care setting.

2.2 Theoretical Framework

In every descriptive work, there is a body of theories that provides the explanation for observable phenomena in that field. The theoretical requirement of this work are drawn from McGregor's theory X and Y, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement

Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is built on Maslow's theory, adds a central idea. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and difficult to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman et al., 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy. This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance (Bolman et al., 1997; Matteson 1999). Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

Contemporary Theories of Motivation

- **Equity Theory**

The basis of Equity Theory, in a work context, is that people make comparisons between themselves and others in terms of what they invest in their work (inputs) and what outcomes they receive from it. As in the case of Expectancy Theory, this theory is also founded on people's perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people perceive an unequal situation, they experience equity tension, which they attempt to reduce by appropriate behaviour. This behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively.

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet, in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways.

- **Attribution Theory**

Attribution Theory suggests that we judge other people's behaviour by attributing meaning to their behaviour in the light of perceived internal or external forces. Internally caused behaviour is perceived to be under the control of the individual, i.e. they have made a choice in selecting the behaviour. Externally caused behaviour results from environmental forces that are perceived to influence people's behaviour (e.g. organizational rules, machinery breakdown etc.), and over which the individual has little or no control. Kelley (1972) suggests that when people make attributions, they do so with three major criteria in mind: Disparateness, Consensus and Consistency. In case of the internally caused behaviour, we would be likely to draw the conclusion that this person was unmotivated individual who dislike his job, and therefore chose to be late. Where the behaviour was seen as essentially caused by external factors, we would likely to conclude that this was a one-off event caused by circumstances outside his control, such as a major traffic hold-up en route to work. This attribution may be true reflection of particular person behaviour or not because human behaviour is said to be unpredictable from the on sett of creation and therefore call for appropriation ways of motivating the work force to increase productivity. That aside, the taste and preferences of the employees are not uniform and therefore differ from worker to worker.

- **Motivational Factors**

There are several factors that motivate a person to work. The motivational can factors can be broadly divided into two groups: Monetary and Non-monetary factors.

- **Monetary Factors**

This comprises the following elements:

- i. **Salaries or Wages:** Salaries or wages is one of the most important motivational factors. Reasonable salaries must be paid on time. While fixing salaries, the organization must consider factors such as:

Cost of living

Company ability to pay

- ii. **Bonus:** It refers to extra payment to employee over and above salary given as an incentive. The employees must be given adequate amount of bonus.
- iii. **Incentives:** The term "incentive" means an inducement which arouses or stimulates one to action in a desired direction. The organization may also provide additional incentives such as medical allowance, educational allowance, fringe benefit, profit sharing schemes, paid holidays etc.
- iv. **Special individual Incentives:** The company may provide special individual incentives. Such incentives are to be given to deserving employees for giving valuable suggestions.

- **Non-Monetary Factors:** This comprises the following elements:

- i. **Status or Job Title :**By providing a higher status or designations the employee is thus motivated Employees prefer and are proud of higher designations or titles

- ii. **Appreciation and Recognition:** Employees must be appreciated for their services. The praise should not come from immediate superior but also from higher authorities.
- iii. **Delegation of Authority:** Delegation of authority motivates a subordinate to perform the tasks with dedication and commitment. When authority is delegated, the subordinate knows that his superior has placed faith and trust in him.
- iv. **Working Conditions:** Provision for better working conditions such as air-conditioned rooms, proper plant layout, proper sanitation, equipment, machines etc., motivates the employees.
- v. **Job Security:** Guarantee of job security or lack of fear dismissal, etc. can also be a good way to motivate the employees. Employees who are kept temporarily for a long time may be frustrated and may leave the organization.
- vi. **Job Enrichment:** Job enrichment involves more challenging tasks and responsibilities. For instance, an executive who is involved in preparing and presenting reports of performance may also be asked to fashion out plans.
- vii. **Workers Participation:** Inviting the employee to be a member of quality circle, or a committee or some other form of employee participation can also motivate the work-force.
- viii. **Cordial Relations:** Would definitely motivate the employees.
- ix. **Other Factors:** There are several other factors for motivating the employees:
 - ❖ Providing training to employees.
 - ❖ Proper job placements.
 - ❖ Proper promotions and transfers.
 - ❖ Proper performance feedback.
 - ❖ Proper welfare facilities.
 - ❖ Flexible working hours.
 - **Money as a Motivator:** It is normally believed that money acts as a motivator. In general the role of money as a motivator depends upon certain factors:
 - Money fails to motivate people, when there is no direct relationship between reward and effort.
 - Economic conditions of people influence the importance of money. For poor persons, the value of certain amount of money is quite high as compared to the rich.
 - Money is a significant motivator for lower cadre of employees. However, money may not be a significant factor for senior executives who have already fulfilled their lower level needs.
 - Employees are concerned not only with the amount of money paid to them, but it should be fair and equitable as paid to other employees on same level or status.
 - Social attitudes towards money and wealth also influence the motivation or desire to earn more and more.

Money as an extrinsic reward can serve as a means of making people to feel that they are valued and also a tangible form of recognition but this can rapidly diminish. Extrinsic motivation is induced by external factors primarily financial rewards. It is expected that the behavior caused by positive rewards is likely to be repeated. But the reward should be sufficiently powerful for desirable behaviour to be repeated. Money

acts as a significant incentive for positive behaviour of employees. According to Megalogenis (2002), it is easy to see that money is but one motivator amongst others. In fact, several recent surveys have shown that many professional employees do not believe that money buys job satisfaction and many would now willingly swap future pay rises for greater job security, more control over their working hours and a better balance between work and family commitments.

Factors Affecting Employees' Motivation

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (Houran, J). Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associates, described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007).

Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behaviour. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007).

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the consequences of their actions on others (Adeyinka et al, 2007).

3.1 Methodology

3.2 Research Design

In any research, the nature and circumstances of the area of the study will determine the methodology and approach to be adopted considering the nature of the study, a number of factors that are put into focus of this study revolves round Federal Medical Centre Owo, the researcher was able to obtain necessary data needed by making them available. The information and data collected were through the distributing of questionnaire with the staff of the organization.

Population has been defined as the group of subject or unit about the study with which to make conclusion. It may be practically impossible to cover the whole population if it is large. In this study, we decided to use a population size of 50 workers through random sampling method. The population samples for this work consist of the staff of Federal Medical Centre Owo.

The Federal Medical Centre, Owo was chosen because of constant industrial unrest in Federal Health Institutions in Nigeria. This provides the basis for the study of motivational issues. Stratified random sampling technique was used to identify the categories of staff for consideration. In order to avoid bias and prejudice in the selection process, frequency tables was used to collect data from the field and the data was analyzed. The major reason for this method is to ensure adequate or proportional representation of different categories of types of elements that make up the population in the selected sample. Assistance was given in the distribution of 50 questionnaires to the staff of Federal Medical Centre. At the end, the questionnaires were collected for scoring.

There are two main procedures to collect relevant data, theoretical and empirical. Theoretical refers to secondary data, where collected by earlier research where the purpose of that data was relevant to the study. On the other hand, empirical data is primary, which the writer of the research work will be able to directly investigate the specific problem. This type of information is sourced from the field. To find suitable information, the researcher used relevant resources in the institution and its literature concerning motivation and existing theories within the subject.

Primary data was collected through Participatory Rural Appraisal (PRA) tools. This includes individual questionnaire, and key. The individual questionnaire was administered to fifty (50) staff in FMC on their opinion on work related motivation issues. This assisted in validating contradictory statements in the data analysed

Secondary information was sourced from books, FEMCO (an FMC, Owo annual magazine), and Medical Director's report.

4.1 Analysis and Presentation of Data

Focus is on the analysis, presentation and discussion of data gathered from the field. It captures the various issues of the role of motivation on employee performance with special reference to employees of Federal Medical Centre, Owo. The analysis is in line with the stated objectives of the study.

4.2 Summary and Discussion of Findings

The analysis of this paper tells us how important motivation is to an organizational performance.

In response to question number 1: which states that your organization takes motivation as priority shows that fourteen (14) respondents of twenty eight percent (28%) strongly agree that their organization takes motivation as a priority, while two (2) respondents of four percent (4%) are uncertain. Another two respondents of four percent (4%) disagree alongside of two (2) respondents of four percent (4%) strongly disagree. This means that the organization knows the importance of motivation.

Question number 2: which states that the organization has adequate motivational packages for their employees' shows that nine (9) respondents of eighteen (18) strongly agree and twenty four (24) of forty eight (48) agree, while eight (8) respondents of sixteen (16%) are uncertain. Five (5) respondents of ten percent (10%) disagree, while four (4) respondents of eight percent (8%) strongly disagree. This means that the organization takes good care of the workers in terms of motivation.

Question number 3: which says, motivation boasts employee performance shows that (28) respondents of (56%) strongly agree, (18) respondents of (36%) agree, (3) respondents of (6%) are uncertain, no respondents disagree while (1) respondent of (2%) strongly disagree. This means that motivation improves employee's performance.

Question 4: believes that there are motivational packages for staff in your organization. That is (11) respondents of (22%) strongly agree, (17) respondents of (34%) agree, (12) respondents of (24%) are uncertain, (4) respondents of (8%) disagree while (6) respondents of (12%) strongly disagree.

Question 5: which say lack of promotion is part of the challenges faced by the organization. Reveals that (20) respondents of (40%) strongly agree, (15) respondents of (30%) agree, (2) respondents of (4%) are uncertain, (7) respondents of (14%) disagree while (6) respondents of (12%) strongly disagree. The result made us to know that employees would be discouraged and weak without motivation.

Question 6: opined that in minimising the motivational challenges faced by your organisation, there must be incentives, promotion and encouragement. That is (28) respondents of (56%) strongly agree, (21) respondents of (42%) agree, no respondent is uncertain and disagree while (1) respondent of (2%) strongly disagree. This analysis implies that encouragement, incentives and promotion energises employee.

Question 7: says that motivation has influence on employee's performance. That is (29) respondents of (58%) strongly agree, (19) respondents of (38%) agree, no respondent is uncertain, (2) respondents of (4%) disagree with no respondent strongly disagree. This means that the propeller of the employee is motivation.

Question 8: says that employees are satisfied with the available motivational package. Revealed that (9) respondents of (18%) strongly agree, (20) respondents of (40%) agree, (10) respondents of (20%) are uncertain, (5) respondents of (10%) disagree while (6) respondents of (12%) strongly disagree. The present motivational package in the organization is acceptable by the employee, but they can improve more on it.

Question 9: says the availability or absence of certain motivational packages affects employees in your organization. That is (23) respondents of (46%) strongly agree, (20) respondents of (40%) agree, (2) respondents of (4%) are uncertain, (3) respondents of (6%) disagree while (2) respondents of (4%) strongly disagree.

Question 10: believes that employee regular promotion enhances motivation.

This shows that (29) respondents of (58%) strongly agree, (17) respondents of (34%) agree (1) respondent of (2%) is uncertain, (2) respondents of (4%) disagree while (1) respondent of (2%) strongly disagree. This means that promotional process improves employees' performance.

Question 11: asked if close relationship between motivation and performance in FMC, shows that (23) respondents of (46%) strongly agree, (25) respondents of (50%) agree, no respondent is uncertain, (1) respondent of (2%) disagree while (1) respondent of (2%) strongly agree. The analysis gives us the clique that motivation and performance work together.

Question 12: believes that motivation should be done regularly to enhance excellent performance in your organization, that is (33) respondents of (66%) strongly agree, (15) respondents of (30%) agree, (1) respondent of (2%) is uncertain, no respondent disagree while (1) respondent of (2%) strongly disagree. This means that the organization should sustain the standard of regular promotion.

Question 13: says that motivation is very paramount to every employee, that is (33) respondents of (66%) strongly agree, (14) respondents of (28%) agree, (1) respondent of (2%) is uncertain, (2) respondents of (4%) disagree

while no respondent strongly disagree. this means that every employee fills the importance of motivation in an organisation.

Question 14: says that irregular payment of salary has affected employee's performance. That is (29) respondents of (58%) strongly agree, (14) respondents of (48%) agree, (2) respondents of (4%) are uncertain, (3) respondents of (6%) disagree while (2) respondents of (4%) strongly disagree. The analysis made us to know that non regular payment of salary demoralise employees.

Question 15: says that motivation can be improved in your organization. That is (25) respondents of (20%) strongly agree, (24) respondents of (48%) agree, no respondent is uncertain as well as disagree while (1) respondent of (2 %) strongly disagree. This implies that the organization should try all its positive best to improve more on motivation in order to have the positive input of the employees.

5.1 Conclusion

In an organisation, it may be practically impossible to work out a perfect solution that will promote job satisfaction and enhance performance at all times. In order to elicit better performance, motivational factors must be accorded high priority and employed properly as an essential ingredient for organisational progress and survival especially in the current day turbulent operating environment. Such factors include adequate remuneration, improved training, effective and free flow of communication, elevation of workers, conducive and healthy working environment among others.

Forster (2005) seems to have buttressed the foregoing viewpoint when he states that regardless of the complexities surrounding motivation, it is evident that high levels of motivation are desirable from the point of view of leaders and managers within organisations and individual employees. It is also important that organisations spend time and effort trying to increase the motivation, performance and productivity of their staff in the current climate of fierce competition and rapid perpetual change in most organisations. Furthermore, when motivation levels are high in organisations it is not unusual to find cultures where people do their best, enjoy their jobs and perform well at work. Where motivation levels are low in organisations, we invariably find dysfunctional cultures and employees who are indecisive, unhappy and underperforming.

Motivation remains an important factor in the performance of workers. Notwithstanding this, in FMC, Owo workers were found to be poorly motivated. The poor motivation has a dominion effect on work performance and the output of workers. It has resulted in poor attitude towards work, lateness to work, absenteeism and indiscipline.

5.2 Recommendations

- i. Management needs to reward workers properly since it will motivate them to do a better job. The following recommendations will therefore help to create a conducive atmosphere and good conditions for workers in their work place.
- ii. Management can do an underground research about the employees in order to know their basic needs that will enable them to perform efficiently
- iii. There is an urgent need for management to institute end of the year awards. The findings of the paper indicated that 81% of the employees believe that motivation irrespective of any form is important in enticing them to work.
- iv. The paper recommends that management should incorporate motivation in their human resource planning, since motivation has the potential of increasing productivity in the organization.
- v. Management needs an understanding of what motivates employees in order to use their aptitudes and abilities to enhance their performance.
- vi. A basic knowledge of motivational would assist management to fashion out policies that meet the needs of the employees
- vii. Management is encouraged to show greater interest in the welfare of employees to make them more valuable and see themselves as contributors to the success of the organisation through effective lead.
- viii. Management should be ready to listen and attend to the complaint of the employees

- ix. A good working condition and work environment should be provided within the workplace to make employees comfortable in order to contribute their best towards the realisation of organisational goals and objectives.
- x. Seminars and workshops should be done for employees on the importance of good performance and the effect of motivation.
- xi. Finally, the management of FMC should organise timely and periodic on-the-job training for members of staff not only as a form of motivation but also as a means of enhancing their capacity to increase their performance.

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