



Effect of Work Motivation on Job Performance Among Healthcare Providers in University College Hospital, Ibadan, Oyo State

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Annotation: Motivation is significant issues affecting human behavior and it is not only affecting other cognitive factor-like perception and learning but also affects the total performance of an individual in an organizational setting. Hence this study was focused on investigating the effect of work motivation on job performance among healthcare providers in University College Hospitals, Ibadan, Oyo state. It is also intended to evaluate employees' level of motivation and their level of job performance. In order to meet this objective, the researcher has used multistage sampling techniques; collected from 120 employees using Likert scale questionnaires. Data were analyzed using descriptive statistics (mean, and standard deviation) and inferential statistics (correlation and regression). The result of the descriptive statistics finding indicated that the employee job performance has been under practiced in university college hospital, Ibadan, Oyo state. The results of inferential statistics have revealed that all motivational factors under study are positively related to employee job performance. According to this finding employee empowerment practices is more significantly associated and have impacts on employee job performance than all motivational factors under study. Hence, managers of University College Hospitals, Ibadan, Oyo state as advised to more empower their employees in the workplace as a motivational tool in order to enhance their job performance.

Keywords: Effect, Job performance, Motivation, Health care provider.

INTRODUCTION

The only way to get people to like 'working hard' on their own is to motivate them. Today, people must understand why and know the reasons they're working hard. Most employees need motivation to

feel good about their jobs and perform optimally. Every individual in an organization is motivated by some different way. Some employees are money motivated while others find recognition and rewards personally motivating. This simply means that what motivate employee A may not motivate employee B. Motivation is a prerequisite for better organizational performance.

The term motivation is derived from the Latin word '*movere*' which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Motivation is the process of arousing the willing to commit to a particular task to attain a goal in an individual. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013). Motivation may be described as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Kofi, Odoom and Opoku, 2016). In most cases, motivation stems from a need which must be fulfilled, and this, in turn, leads to a specific behavior (Lambrou, Kontodimopoulos and Niakas, 2010).

Job Performance is about perceivable practices that workers achieve in their employments that are significant to objectives of the organization (Sai Mei-Ling, Sobanah and Tharmalingam, 2018). Traditionally, the study of job performance has been based on two somewhat independent assumptions: that performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends solely upon the level of motivation (Chung, 2013). Moreover, Laeeque (2014) showed that the job performance have the capacity to make the flexible workplace, organized trainings, enhances innovation aptitudes with respect to production to influence the representatives to feel more comfort and ought to expand the employees' quality and contribute towards job performance.

Employee motivation affects productivity and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber and Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013), thus bringing the researcher to investigate and explore the impacts of motivation on job performance among healthcare providers in University College Hospital, Ibadan, Oyo State.

Recommendations from the study will serve as a guide to the management to enhance individual and organizational growth, enhance quality of care, improve safety enhanced group dynamism, enhance good labour management relations, and improve productivity and performance in University College Hospital (UCH), Ibadan.

Objectives of the Study

The general objective of the study is to examine the effect of work motivation on job performance among healthcare providers in University College Hospital, Ibadan.

The specific objectives of the study are to;

- i. examine the knowledge on motivation among healthcare providers in University College Hospital, Ibadan.
- ii. determine the factors that motivates healthcare providers in University College Hospital, Ibadan.
- iii. access the organization practice on motivation in University College Hospital, Ibadan.

- iv. explore the level of job performance among healthcare providers in University College Hospital, Ibadan.
- v. examine the relationship between organization practice on motivation and level of job performance among healthcare providers in University College Hospital, Ibadan.

Research Questions

The research questions are:

- i. What is the level of knowledge on motivation among healthcare providers in University College Hospital, Ibadan?
- ii. What is the factor that motivates among healthcare providers in University College Hospital, Ibadan?
- iii. What is the organization practice on motivation in University College Hospital, Ibadan?
- iv. What is the level of job performance among healthcare providers in University College Hospital, Ibadan?
- v. What is the relationship between the organization practice on motivation and level of job performance among healthcare providers in University College Hospital, Ibadan?

Materials and Methods

The study was carried out in University College Hospital located in Ibadan, Oyo State, Nigeria. Oyo State is one of the 36 states of Nigeria and is located in the South Western region of the country. University College Hospital, (UCH) Ibadan is a research, training, and health services-oriented tertiary institution in West Africa which was established by the act of parliament of November, 1952 and commissioned after completion on the 20th of November, 1957 in response to the need for the training of medical personnel and others healthcare professionals in the country and the West African sub-region. It is situated within the Ibadan North Local Government Area a of Oyo State in Nigeria. A descriptive cross-sectional study design was used in the study to investigate the effect of work motivation on job performance among healthcare providers in University College Hospital, Ibadan, Oyo State. The study population comprised of both male and female healthcare providers (doctors, nurses, health record officers, laboratory scientists, and pharmacists) in University College Hospital, Ibadan, Oyo State, Nigeria. The study made use of a total number of one hundred and twenty (120) male and female healthcare providers working in University College Hospital, Ibadan. The study made use of the multi-stage sampling technique. Data warecollected using an interviewer-administered questionnaire which consists of the following. Section A consists of Socio-demographic characteristics. Section B consists of knowledge of healthcare providers on motivation. Section C consists of knowledge of healthcare providers on motivation. Section D consists of organizational practice on motivation. Section E consists of the level of the job performance of healthcare providers. Data collected was entered, edited, and analyzed with SPSS statistical software (version 21).Descriptive analysis was conducted using tables, frequency, mean, standard deviation, and also inferential statistics was conducted using chi-square to determine the level of relationship between independent and dependents variables with a p-value less than 0.05

Ethical Consideration

A letter of permission was obtained from the School of Health Information Management, University College Hospital (UCH), Ibadan which was taken to University College Hospital for introduction and permission to carry out the research work in their hospital.

RESULT

Table 4.1: Socio-demographic information of respondents

Variable	Frequency(120)	Percentage(100%)
Age		
18-25	27	22.5
26-32	47	39.2
33-40	31	25.8
47-55	15	12.5
Sex		
Male	42	40.0
Female	72	60.0
Marital Status		
Single	66	55
Married	54	45
Religion		
Christianity	68	56.7
Islam	52	43.3
Tribe		
Yoruba	96	80.0
Hausa	17	14.2
Igbo	7	5.8
Profession		
HIM Officer	15	10.1
Nurse	35	4.2
Doctor	40	2.7
Physiotherapist	15	14.6
Laboratory Scientist	15	10.3
Level of education		
ND/Technician	8	6.7
HND/BSc	84	70.0
PhD	25	20.8
MSc	03	2.5
Designation		
Junior staff	64	53.3
Senior staff	51	42.5
Clerk	05	4.2
Income Level		
Below #50,000	14	11.7
Above #50,000	106	88.3
Years in service		
5years below	44	36.7
5years and above	76	63.3

Table 4.1 above shows the result of socio demographic data of the respondents. Not more than half of the respondents (39.2%) and (25.8%) falls within the age range of 26-32 and 33-40 respectively. Majority of the respondents (60%) were female while the remaining (40%) were male. More than half of them (55%) were single while the remaining (45%) were married. More than half of them (56.7%)

were Christian and not more than half of them (43.3%) were Muslim. A large fraction of the respondents (80%) were Yoruba and just few of the respondents (14.2% and 5.8%) were Hausa and Igbo respectively. (10.1%) were HIM Officer, (4.2%) were nurse, (2.7%) were doctor, (14.6%) were Physiotherapist and (10.3%) were Laboratory scientist. Majority of the respondents were (70%) qualified with HND/BSc, (20.8%) were qualified with PhD, (6.7%) were qualified with ND/Technician and the remaining (2.5%) were qualified with MSc. More than half of the respondents (53.3%) were junior staff, not more than half of the respondents were senior staff and the remaining (4.2%) were clerk. Majority of the respondents (88.3%) were paid above fifty thousand naira while the remaining (11.7%) were paid below fifty thousand naira. A good number of the respondents (63.3%) have spent above five (5) years in service while the remaining (36.7%) have spent below five (5) years in service.

Table 4.2: Knowledge of workers on motivation

Variable	Frequency(120)	Percentage(100%)
Have you heard of motivation		
Yes	120	100
If yes to the above question, where		
Place of work	22	18.3
At school	34	28.3
All of the above	59	49.2
What is motivation		
It an incentive to carry out ones duties and responsibilities	110	91.7
factors that stimulate desire and energy in people to be continually interested and committed to a role	10	8.3
A factor that pushes one over the edge		
Motivation can come from		
Paying salaries	07	5.8
within an individual and the external environment	24	20.0
Giving out money and incentives	06	5.0
All of the above	83	69.2
Forms of motivation includes the following except		
Punishment	76	63.3
Reward	20	16.7
Facilities	8	6.7
Inspiration	16	13.3
Motivation is solely the responsibilities of		
Welfare department	28	23.3
The administrators	21	17.5
Human resources department	67	55.5
A committee	04	3.3

Table 4.2 displays the result of the knowledge of healthcare providers on motivation. It was observed that all the respondents (100%) have heard of motivation among which (49.2%) of them heard it from their place of work, newspaper and school while (18.3% and 28.3%) heard it from place of work and at school respectively. Almost all the respondents (91.7%) define motivation as factors that stimulate desire and energy in people to be continually interested and committed to a job to attain a goal, a good number of them (69.2%) said that motivation comes from paying salaries, within an individual and the external environment and giving out money and incentives, while (63.3%) of them said punishment is

not a form of motivation. Lastly, more than half of the respondents (55.8%) said Human Resource Department are responsible for the role of motivation in an organization while (23.3%) said it's the role of Welfare Department.

Factors that Motivates Healthcare Providers

Variable	Frequency(120)	Percentage(100%)
Training and development to increase employee's knowledge in their line of duty		
Strongly agree	91	75.8
Agree	29	24.2
Recognition and appreciation from the management		
Strongly agree	80	66.7
Agree	39	32.5
Strongly disagree	01	0.8
Monetary reward in terms of wages and salary at as when due		
Strongly agree	88	73.3
Agree	28	23.3
Strongly disagree	02	1.7
Disagree	02	1.7
Promotion of employee		
Strongly agree	88	73.3
Agree	30	25.0
Strongly disagree	01	0.8
Disagree	01	0.8
Punishment attached to poor performance by the management		
Strongly agree	37	30.8
Agree	51	42.5
Strongly disagree	17	14.2
Disagree	15	12.5
Incentives and allowances		
Strongly agree	80	66.7
Agree	38	31.7
Strongly disagree	02	1.7
Availability of equipments, infrastructure and conducive working environment		
Strongly agree	74	61.7
Agree	39	32.5
Strongly disagree	02	1.7
Disagree	03	2.5
Good leadership style and overall job security		
Strongly agree	74	61.7
Agree	39	32.5
Strongly disagree	03	2.5
Disagree	04	3.3

Table 4.3 shows the result of the factors that motivates healthcare providers. Majority of the respondents (75.8%, 66.7%, 73.3% and 73.3%) strongly agreed that training and development of employees, recognition and appreciation from management, monetary reward in terms of wages and salary at as when due and promotion of employee as a factor that motivates healthcare workers respectively while just few of the respondents (24.2%, 32.5%, 23.3%, and 32.5%) simply agreed to this. (30.8% and 42.5%) of the respondents strongly agreed and agreed that punishment is a factor that motivates employees respectively while the remaining (14.2% and 12.5%) strongly disagreed and simply disagreed respectively. More than half of the respondents (66.7%, 64.2% and 61.7%) strongly agreed that incentives and allowances, availability of equipments, infrastructure and conducive working environment and good leadership style are factors that motivate employees respectively while others (31.7%, 31.7% and 32.5%) simply agreed with the statement respectively.

Table 4.4: Organization practice on motivation

Variable	Frequency(120)	Percentage (100%)
How often do they train employee in your organization		
Rarely	28	23.3
Frequently	48	40.0
When necessary	43	35.8
My organization delay the payment of my salary		
Rarely	76	63.3
Frequently	25	20.8
When necessary	6	5.0
My organization promotes, recognizes and appreciate best employee to encourage others		
Rarely	29	24.2
Frequently	46	38.3
When necessary	35	29.2
My organization makes working environment conducive for me to discharge my duties		
Rarely	26	21.7
Frequently	56	46.7
When necessary	34	28.3
Necessary infrastructures, equipments and facilities are made available for me to carry out my duties in my organization		
Rarely	26	21.7
Frequently	56	46.7
When necessary	34	28.3
My organization makes allowances and incentives available to workers		
Rarely	26	21.7
Frequently	44	36.7
When necessary	36	30.0
There are adequate provision of healthcare for my family		
Rarely	25	20.8
Frequently	47	39.2
When necessary	38	31.7

My organization acknowledge us workers on our achievements	42	35.0
Rarely	45	37.5
Frequently	24	20.0
When necessary		
There is learning opportunities and freedom of expression	37	30.8
Rarely	43	35.8
Frequently	30	25.0
When necessary		
There is effective communication between the management and the employees in my organization	23	19.2
Rarely	51	42.5
Frequently	42	35.0
When necessary		

Table 4.4 shows the result of organization practice on motivation. It was observed that few of the respondents (23.3%) said their organization rarely train employee, (40%) said they frequently train employee and (35.8%) said they only train their employee only when it is necessary. A large fraction of the respondents (63.3%) said their organization rarely delay the payment of salary, just (20.8%) disagree to this and only few of the respondents (5%) said their organization delay the payment of their salary when it is necessary. Only (38.3%) of the respondents agreed that their organization promotes, recognizes and appreciate the best employees while very few of them (8.3%) totally disagreed to this. Only few of the respondents (36.7%) said their organization frequently makes working environment conducive enough for them while (28.3%) said its only when it is necessary. (46.7%) and (36.7%) of the respondents said that their organization makes necessary infrastructures, equipments and facilities and allowances and incentives available to employees respectively. Only (31.7%) and (37.5%) of the respondents said that there are adequate provision of healthcare services for their family and they were acknowledged on their achievement by their organization respectively. Lastly, only (35.8%) and (42.5%) of the respondents said that their organization gives them learning opportunities and there is effectively communication between the management and the employees respectively.

Table 4.5: Level of Job Performance of Healthcare Provider in my Organization

Variable	Frequency(120)	Percentage(100%)
I am more quality oriented and productive towards patient care due to my organization effort		
Strongly agree	54	45.0
Agree	55	45.8
Strongly disagree	05	4.2
I am always determined to give in my best to achieve maximum output and see to quality patient care to improve the standard of my organization		
Strongly agree	65	54.2
Agree	54	45.0
I have nonchalant attitudes towards my duties and responsibilities when I don't feel like working		
Strongly agree	18	15.0
Agree	24	20.0

Strongly disagree	54	45.0
Disagree	24	20.0
I have positive working attitude towards patients, colleagues and my organization as a whole		
Strongly agree	68	56.7
Agree	48	40.0
I am not always willing to go extra miles to achieve organizational goals and see to quality patient care because I do what I am just paid for		
Strongly agree	25	20.8
Agree	19	15.8
Strongly disagree	56	46.7
Disagree	20	16.7
There is increase in the level of quality of care rendered to patients in the hospital		
Strongly agree	46	38.3
Agree	65	54.2
I always make sure that hospital resources are adequately and effectively utilized by me		
Strongly agree	49	40.8
Agree	64	53.3
I always see to patient satisfaction at all times even if it's not so convenient for me		
Strongly agree	39	32.5
Agree	76	63.3
I am not concerned if patients are satisfied with the healthcare services they received or not		
Strongly agree	16	13.3
Agree	16	13.3
Strongly disagree	65	54.2
Disagree	23	19.2

Table 4.5 shows the result of level of job performance among healthcare providers. (45%) of the respondents strongly agreed that they are more quality oriented and productive due to their organization's effort while (45.8%) simply agreed. More than half of the respondents (54.2%) strongly agreed that they are always determined to give in their best to achieve maximum output and see to quality patient care while (45%) of them simply agreed. (45%) of the respondents strongly disagreed to having nonchalant attitudes toward their duties and responsibilities when they don't feel like working while only (15%) of them strongly agreed. More than half of the respondents (56.7%) strongly agreed that they have positive working attitude in their place of work while just (2.5%) strongly disagreed. Only few of the respondents (20.8%) strongly agreed that they can't go extra mile to achieve organizational goals and see to quality patient care because they will do what they are just paid for while (46.7%) strongly disagreed. More than half of the respondents (54.2%) agreed that there is increase in the level of quality of care rendered to patients while (38.3%) of the respondents strongly agreed. (53.3%) of the respondents agreed that they always make sure that hospital resources are adequately and effectively utilized by them while (40.8%) strongly agreed. A good number of the respondents (63.3%) agreed that they always see to patient's satisfaction while (32.5%) strongly agreed. Lastly, few of the respondents (13.3%) each strongly agreed and agreed that they are not

concerned if patients are satisfied with the healthcare services or not while more than half of them (54.2%) strongly disagreed.

Table 4.6 Relationship between organization motivation and level of job performance Correlations

		Staff Performance	Organizational Motivation
Staff Performance	Pearson Correlation	1	.351**
	Sig. (2-tailed)		.000
	N	120	120
Organizational Motivation	Pearson Correlation	.351**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 shows the relationship between organization practice on motivation and level of job performance of healthcare providers. It was observed that organization practice on motivation and the level of job performance of the organization's healthcare providers has a statistically significant linear relationship ($p = 0.000$). The direction of the relationship is positive. This means that job performance of healthcare providers improves as their motivation increases with ($r = .351, n = 120, p < 0.0001$).

Discussion of Findings

Motivation is considerably a very important factor that helps to determine the level of job performance among workers in an organization and healthcare providers are not left out. This study was carried out to examine the impact of motivation on job performance among healthcare providers. In this study, the impact of motivation on job performance was examined and analyzed with the use of frequency table to gather the necessary and appropriate information from the respondents.

From the analysis, it is evident that the respondents that constitute this study were between the age range of 26-36 and 33-40 with (39.2% and 25.8%) respectively. Majority of the respondents were female (60%). More than half of the respondents (55%) were not yet married. Also, more than half of the respondents (56.7%) were Christian. The result showed that a very large fraction of the respondents (80%) were Yoruba because the study took place in South West in which Yoruba people mostly resides. Furthermore, result related to the qualifications of the respondents showed that most of the respondents (70%) were qualified with HND/BSc which probably explains why more than half of the respondents (53.3%) were junior staff. Majority of the respondents (88.3%) earned above fifty thousand naira. A good number of the respondents (63.3%) have a working experience of above five years, which means they were quite long in the organizational system and mode of operation.

The analysis showing the result of the knowledge of health workers on motivation revealed that all the respondents (100%) had heard of motivation out of which (49.2%) of the respondent's source is place of work, school and newspaper and almost all of them (91.7%) knows the definition of motivation which are factors that stimulate desire and energy in people to be continually interested and committed to a job, role or to make an effort to attain a goal. Only few of the respondents (20%) know the right source of motivation which is within an individual and the external environment. Also, the result showed that majority of the respondents (63.3%) take punishment not to be a form of motivation, whereas, it is a form of motivation. More than half of the respondents (55.5%) said motivation is solely the responsibility of human resources department in an organization. From the analysis of these results of knowledge of healthcare provider on motivation, adding it up altogether, the knowledge of healthcare providers on motivation is above average which is fair enough. This means than more than half of the respondents have an in-depth knowledge on what motivation is all about.

As displayed in table 4.3, majority of the respondents (75.8%) goes with training and development being a factor that motivates employee and improve employee's job performance. This is in line with a statement made by Springer, 2011 in his work by pointing out that improved employee performance may occur because of a quality training program that leads to employee motivation and jobs needs fulfillment. The result also revealed that (66.7%) of the respondents strongly agreed that recognition and appreciation from the management is a factor that motivate employees. This implies that an effective recognition and appreciation program by an organization has a high tendency of resulting to innovation and higher productivity. This agrees with a study done by (Wiese and Coetzee, 2013) which states that employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. A large fraction of the respondents (73.3%) strongly agreed that monetary reward and promotion are factors that motivate employees. This contradict a study done by Whitley, (2002) that pay does not boost productivity and money does not improve performance, but it is agreement with Ovidiu-Iliuta, (2013) that financial reward and promotion have the capacity to maintain and motivate individuals towards higher performance. The result also showed that only (42.5%) of the respondents simply agreed that punishment is a factor that motivate employees. This implies that most employees do not considered punishment as a factor that could motivate them to achieve a higher productivity, rather as a factor that could probably push them over the edge. Majority of the respondents strongly agreed that incentives and allowances, availability of infrastructure, conducive working environment, good leadership style and overall job security are factors that motivate employees in achieving organizational goals respectively.

It is also evident from the result of the findings that not up to half of the respondents (40%) said that their organization frequently train their employees, but majority of the respondents (63.3%) said their organization rarely delay the payment of their salary but does so, when it is necessary. Few of the respondents (38.3%) agreed that their organization frequently promotes, recognizes and appreciate the best employee to encourage others. It was also observed from the findings that very few of the respondents said that there is availability of necessary infrastructures, equipments and facilities, provision of allowances and incentives, provision of healthcare for their families, acknowledgement from the management, learning opportunities and effective communication between the management and the employees. All these put together, implies that the organization practice on motivation is relatively poor.

It is known from the result of the findings that (45%) of the respondents strongly agreed that they are quality oriented and productive towards patient care due to their organization effort while (45.8%) simply agreed. This confirms that not more than half of the respondents are quality oriented due to the effort made by their employer and not to their own personal efforts. More than half of the respondents (54.2% and 56.7%) respectively are strongly determined to give in their best to the organization and have positive working attitude towards their clients and colleagues. Little number of the respondents (38.3%, 40.8% and 32.5%) strongly agreed that there is increase in the level of quality of care rendered to patients; they always make sure that hospital resources are adequately and effectively utilized and always see to patient's satisfaction at all times even if it's not convenient for them respectively, while (53.3%, 63.3% and 54.2%) which are good figures simply agreed to these statements respectively. The table also showed that (45%, 46.7% and 54.2%) of the respondents strongly disagreed to having nonchalant attitude towards their duties and responsibilities, are not always willing to go extra miles to achieve organizational goals and are not concerned if patients are satisfied with the healthcare services they received or not respectively. It is evident from the result that the respondents perform averagely and moderately well.

Table 4.6 shows the relationship between organization practice on motivation and level of job performance of healthcare providers. It was observed that organization practice on motivation and the

level of job performance of the organization's healthcare providers has a statistically significant linear relationship ($p = 0.000$). The direction of the relationship is positive. That is to say, job performance of healthcare providers improves as their motivation increases with ($r = .351$, $n = 120$, $p < 0.0001$). This implies that if motivation of employees increases, there will definitely be a higher productivity and performance of employees to achieve organizational goals. This is in agreement with work done by Mustafa and Othman, (2010), which found out that there is a positive relationship between motivation and work performance of workers, i.e., the greater the level of motivation the higher will be the worker's job performance.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

This study was aimed at examining the effect of work motivation on job performance among healthcare providers. Motivation is the act of arousing the willingness to commit to a particular task to achieve maximum output while performance is the level of productivity of an individual. Job Performance is about perceivable practices that workers achieve in their employments that are significant to objectives of the organization. Performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends most times solely upon the level of motivation. Research on motivation has demonstrated that motivation characteristics can elicit positive employee reactions to motivation and, which in turn, can motivate employees to improve their job performance.

The study was a descriptive cross sectional study design in which 120 respondents took part (40% male and 60% females) a sample selected from (5) strata of healthcare providers (HIM Officers, Doctors, Nurses, Physiotherapist and laboratory scientist) in University College Hospital, Ibadan using multi stage sampling technique (simple random technique to select the healthcare providers, disproportionate stratified techniques to assign the number of each healthcare providers and convenient sampling technique to select respondents from each healthcare providers that took part in study). Data was collected through the use of structured self-administered questionnaires with closed ended questions and was analyzed using SPSS version 21.

However, from the findings of the study, the researcher identified the knowledge of healthcare providers on motivation to be above average, the factors that motivates employees to be training and development, recognition and appreciation, monetary reward, promotion, incentives and allowances, availability of infrastructures, conducive working environment and good leadership style. It was also identified that the practice of UCH on motivation is moderately poor and the healthcare providers perform averagely well. Hence, motivation averagely influences the level of job performance of healthcare providers in UCH, Ibadan.

Conclusion

Based on the findings of the study, it was observed that the institute practice on motivation is relatively low and employee's performance is on the average scale which should be on a higher scale, hence, it can easily be inferred that motivation matters a lot to workers and should be a concern of both the employers and employees. It can be concluded that health personnel place great values on the different rewards given to them by their management. When these rewards are not given, workers tend to express their displeasures through poor performance. Therefore, it was concluded that there is a relationship between motivation and performance of healthcare providers shown statistically significant relationship with P-value of 0.000. Thus, the institution should look into the factors that best motivate its employees and put them into practice so as to increase the level of job performance and productivity of its workforce, so that the institution goals will be achieved which is to increase the quality of care rendered to patients.

Recommendations

Based on the findings, the following recommendations were made:

The management of UCH should show more commitment to the issue of staff motivation in line with its mission. This will help improve the staff performance so that the hospital can achieve its goal. Things that can be done and put in place include;

1. Adequately improved non-financial benefits to staff. These include:
 - Promoting staff on merit to enhance and enrich their jobs and to encourage others.
 - Giving supervisory and management staff a measure of free hand backed by authority to operate.
 - Recognizing excellence by verbal and written commendations.
2. Financial incentives, such as good wages, bonuses and allowances should be provided for the staff and at as when due.
3. Staff attitude to work can be further improved when management action, policies and decisions are seen to be fair, consistent and progressive. This, staff preference, will increase their productivity. Thus, parameters for discipline, promotions and other benefits or punishments must be clearly spelt out to improve ambiguity and partiality and inconsistency. This will assure staff all the time and encourage loyalty, faith and commitment to management, the organization and its objectives.
4. Staff will perform better where they are allowed to say how the job should be done. This should be encouraged. However, no room for lousiness should be encouraged.

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