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RESEARCH PAPER

POTENT MOTIVATORS FOR WORK AMONG STAFF OF A TEACHING HOSPITAL

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ABSTRACT

The human resource of any organization is a unique resource; it can be developed and motivated to be of competitive advantage over other organizations. A motivated workforce therefore ensures improved output from the organization. This study set out to evaluate the level of motivation and factors associated with being well motivated among selected workers in a tertiary institution. Proportionate sampling technique was used to sample 220 staff of Jos University Teaching Hospital and data was collected from and analyzed using Epi Info. Logistic regression was used to assess predictive factors for being highly motivated. There was a statistically significant difference in motivation between respondents as regards age, sex and highest educational status attained. However, motivation was not statistically related to respondents' duration of work in JUTH or their professional cadre. However motivation was not statistically related to the respondents' duration of work or professional cadre. On logistic regression, age (20 – 39 years) and gender (being male) were predictive determinants for being highly motivated. Majority of the staff studied were well motivated; particularly the young and male subjects. It is recommended that management of organizations regularly evaluate the level of motivation of their staff to improve performance of the organization.

Keywords: Motivators, Workforce, Learning, Teaching hospital,

INTRODUCTION

Developing economies have constraints which make resources for organizational growth and competitiveness difficult to access; most of them however have an abundance of human resource which can be developed through provision of potent motivational incentives (Child, 2005; Dierkes et al., 2007). Being a unique resource which cannot accurately be copied, the human resource can be motivated to be of competitive advantage over other organizations within the same economy or market. Motivational incentives given to workers can basically be categorized into monetary and non-monetary forms. When workers are satisfied with the type of incentives provided by the organization, they get motivated (Roberts, 2007; Agba et al., 2010). Although the ranking of motivators may differ between employees and employers as monetary and non-monetary incentives have been noted to be important to both groups (Song et al., 2009; Ojokuku, 2007).

Certain factors like age, gender, educational status as well as wage level, have been noted as important determinants of what satisfies or motivates workers (Song et al., 2009; McLeod, 2011). This implies that motivation is best accessed for individuals than for teams and the organization because individual satisfaction comes before group or organizational satisfaction and secondly, individual differences are inevitable in all organizations (Roberts, 2007; Agba et al., 2010; McLeod, 2011). Factors that affect satisfaction of individual workers in an organization vary from place to place and are influenced by both the organizational culture and the national culture it operates in (Song et

al., 2009; Yang and Marsick, 2004; Vaughan, 2009). Individualistic cultures-like that of Nigeria, as well as opportunities for individual promotion, autonomy and growth are usually promoted and appreciated. For that reason, learning opportunities that have monetary advantages (like sponsorship to attend a course or seminar outside the organization) are termed 'more satisfying' than in-house workshops/ seminars and teaching sessions.

However, certain factors determine individual worker's needs in the workplace and what would be necessary to satisfy his/her workplace needs (Ojokuku, 2007). An older worker for instance, would more likely be motivated by interesting work, practical learning and appreciation from a supervisor than by promotions or teaching sessions organized by a consultant, which would otherwise interest a younger worker. Similarly, while a ward-attendant would prefer a practical demonstration of how to dispose hospital waste in a sanitary way, a doctor would prefer a seminar on the health hazards of insanitary hospital waste disposal. This study therefore, evaluates the level of motivation and associated factors among health workers in a tertiary institution.

MATERIAL AND METHODS

Study Area: This study was conducted at Jos University Teaching Hospital (JUTH) -a 525 bed facility hospital, established in the 1970s. It provides tertiary health care services to the population of Plateau State as well as populations in neighboring states -Nassarawa, Benue, Kaduna, Bauchi, Gombe, Adamawa and Taraba. It is made up of 26 departments with all cadres of medical, para-medical and auxiliary staff in both the temporary and permanent sites, as well as its two community based outposts.

Study population: The studied population consisted of sampled staff (across hierarchical and departmental divisions) in JUTH.

Exclusion Criteria: All staff who had worked for less than one year in the institution or on posting or rotation in the organization from other institutions (not primarily a staff of JUTH), were excluded as they would not share the 'organizational culture' of the institution. Staffs in the rural outposts were also excluded from the study since they were geographically inaccessible during the period of the study.

Inclusion criteria: All staff that consented and had spent at least one year working in the studied institution were included in this study.

Ethical considerations: Ethical approval for the study was obtained from the Human Research Ethical Committee of Jos University Teaching Hospital. Informed consent was also obtained from each subject.

Sample size: The Sample size was determined using the formula for descriptive studies by Araoye (2008):

$$N = \frac{Z^2 PQ}{d^2}$$

Where N = minimum sample size

Z = Standard deviation score at 95% = 1.96

P = Prevalence of OL related interactions in firms in Northern Nigeria = 17% = 0.17⁴

Q = Complimentary Probability (1- P) = 1 - 0.17 = 0.83

d = Error Margin = 5%

$$\text{Substituting: } N = \frac{(1.96)^2 \times 0.17 \times 0.83}{(0.05)^2} = 216.8$$

A minimum sample size of 217 study subjects was calculated.

Sampling Technique: A proportional sampling technique was used to sample subjects for the study. Larger departments had more subjects sampled from them, while smaller departments had fewer subjects sampled. In every department visited, a list of all the staff was obtained from the departmental Secretary. The first staff to be sampled from each list was selected using simple random sampling by balloting. Then using a sampling interval of 5, the other staffs were recruited into the study.

Data Collection: Data was collected from the respondents using a structured, self-administered questionnaire. Data was collected between 2nd July and 23rd July, 2012.

Data analysis: After being checked for being adequately filled in, data from each questionnaire was collated and analyzed using Epi info statistical software (version 3.5.2). Statistical tests of significance were termed significant based on a p-value of ≤ 0.05 and at 95% confidence limit. Staff motivation was graded as poor (1-4), fair (5-8), good (9-12) and very good (13-16) based on a maximum of 16 scores obtainable from a set of questions that assessed their perception of personal motivation to participate in learning activities within and outside the organization. Logistic regression was used to assess factors associated with being highly motivated.

RESULTS

Mean age of respondents was 37.12 ± 7.13 years. Most respondents were aged between 30-39 years (50.9%); males (63.2%); had a Degree or Diploma certificate (77.3%); had worked for 1-10 years in JUTH (70.5%); and clinical staff (60.9%) (Table 1).

A higher proportion of respondents were graded as having either fair (38.7%) or good (38.4%) motivation (Table 2). Only 5% of studied population was graded to have a very good motivation. There was a statistically significant difference in motivation between respondents' groups (Poor and fair motivation compared with good and very good motivation) in respect of age, sex and highest educational status attained. However, motivation was not statistically related to respondents' duration of work in JUTH or their professional cadre (Table 3).

Socio-demographic variables that had a statistically significant association with being highly motivated on univariate analysis were respondents' age, sex and their highest educational status attained. However on logistic regression, only being aged between 20 and 39 years of age and being male, had predictive value for being highly motivated (Table 4).

Table 1: Socio-demographic Variables of studied subjects

Variable	Frequency	Percentage
AGE (Years)		
20 - 29	28	12.7
30 - 39	112	50.9
40 - 49	59	26.8
50 - 59	21	9.6
SEX		
Male	139	63.2
Female	81	36.8
Highest Educational status attained		
Primary School	2	0.9
Secondary school	18	8.2
Diploma/Degree	170	77.3
Masters/PHD/Fellowship	30	13.6
Duration of Employment in JUTH (years)		
1 -10	155	70.5
11 – 20	44	20.0
21 – 30	18	9.2
31 – 40	1	0.3
Cadre of Profession		
Clinical	134	60.9
Non-clinical	86	39.1

Table 2: Level of Motivation of Studied subjects

Motivation of Staff	Frequency	Percentage
Poor	39	17.9
Fair	85	38.7
Good	84	38.4
Very good	11	5.0
TOTAL	220	100

Table 3: Comparison of level of Motivation with socio-demographics of Respondents

Variable	Poor/Fair		Motivation		χ^2	P-value
	Freq	%	Good/ Very good	Freq %		
AGE						
20 - 29	11	32.1	19	67.9	20.97	0.0001
30 - 39	47	42.0	65	58.0		
40 - 49	52	88.1	7	11.9		
50 - 59	17	80.9	4	19.1		
SEX						
Male	76	54.8	63	45.2	5.88	0.0152
Female	49	60.5	32	39.5		
Highest Educational status attained						
Primary School	1	50.0	1	50.0	29.67	0.0000
Secondary school	10	55.6	8	44.4		
Diploma/Degree	106	62.4	64	37.6		
Masters/PHD/Fellowship	8	26.7	22	73.3		
Duration of Employment in JUTH (years)						
1 -10	84	54.2	71	45.8		*0.5099
11 – 20	27	61.4	17	38.6		
21 – 30	12	61.1	8	38.9		
31 – 40	0	0	1	100		
Cadre of Profession						
Clinical	79	59.0	55	41.0	0.51	0.4757
Non-clinical	46	53.5	40	46.5		

*Fishers exact

Table 4: Logistic Regression Showing Socio-demographic Factors Associated With Being Highly Motivated

Variable	OR	95%	CI	P-value
Age				
20-29/50-59	<u>1.0779</u>	<u>1.0107</u>	<u>1.1496</u>	<u>0.0224</u>
30-39/50-59	<u>0.5820</u>	<u>0.9522</u>	<u>0.4794</u>	<u>0.0495</u>
40-49/50-59	2.6463	0.9884	37.3490	0.7793
Education				
Primary/Fellow	5.8570	0.2088	164.2891	0.2987
Secondary/Fellow	4.8249	0.7887	29.5152	0.0885
Tertiary/Fellow	0.5734	0.1115	2.9486	0.5056
Sex				
Male/Female	<u>0.3383</u>	<u>0.1406</u>	<u>0.8139</u>	<u>0.0155</u>

DISCUSSION

More females were found to work at ages 20-29 years and above 50 years of age as there are assertions that a 'young' population in an organization signifies a desire for intellectual growth and drives organizational learning (Vaughan, 2009). Majority of the research subjects were males (63.2%), mainly because, at this age of productivity, most males are married and have dependents. They are therefore responsible for the provision of basic needs in their families and need to work to earn the money to do so (Brooke, 2001). This is more evident in developing countries like Nigeria where literacy levels of males are higher than that of females and most females work in the informal economic sector as traders, farmers and other unskilled occupations (National Population Commission, 2008). This finding can also be explained by the fact that until recent years, certain health professions like medicine and pharmacy were considered strictly 'male professions' in Nigeria, mainly because of the tedious nature of the training and the many hours spent at work, which was thought to be incompatible with the female gender. Having a predominantly male workforce has advantages to a learning organization in Nigeria for example, as the male gender has few or no domestic chores and as such, more time to invest in learning activities.

Specifically, motivation of workers ensures that individual workers are involved in knowledge formation, acquisition and sharing (Yang and Marsick, 2004). It ensures that an organization learns while being innovative in her learning activities, which invariably promotes improved organizational performance (Kirstein, 2009). Majority of the studied respondents rated their motivation as either fair or good. This finding is similar to the findings in other parts of the country and most developing countries where respondents perceive themselves to be well motivated (Agba et al., 2010; Song et al., 2009; Ojokuku, 2007).

This study found a statistically significant relationship between respondents' sex and being highly motivated. A similar study among workers of privately owned organizations in Lagos State also showed a difference in type of incentives preferred depending on the sex of the worker. It found that male workers were motivated by assurance of job security and financial incentives unlike their female counterparts who were motivated by fear of punishment (Akindele, 2002). Males and females are indeed, driven by different motivational sources; while females are better motivated by non-monetary incentives like recognition and more challenging work, males are motivated by monetary incentives (National Population Commission, 2008; Kirstein, 2009; Owoyemi et al, 2011).

Age diversity consists of different generations of workers with different, often conflicting values and attitudes (Owoyemi et al, 2011). There was a statistically significant relationship between respondents' ages and their perceived level of motivation. This can be explained by the fact that younger people have a stronger intellectual drive and are physiologically capable of meeting up to the demands of the work place. Other studies had similar findings; reporting that motivational needs vary for younger as compared with older individuals (Stead, 2009). While older subjects are better motivated by non-monetary incentives, younger ones have a preference for monetary incentives (Campbell and Twenge, 2008; DeMeuse and Mlodzik, 2012). In the setting of this study, incentives were more frequently monetary and this could explain why being younger was associated with being more highly motivated (Table 4).

However, there was no statistically significant association between the professional cadre of the studied subjects and their level of motivation. A similar finding was reported in a study by Adeyinka-Tella et al. (2007) among Library personnel in Nigeria with focus on the perceived work motivation of professional and non-professional library personnel. The years of experience of the workers studied, also did not show any statistically significant relationship with their perceived motivation. This finding is similar to that reported by Adeyinka –Tella et al. (2007) among other workers in the academia. However, it contradicts other studies that reported a higher motivation among staff who have worked for longer years (Akram and Bokhari, 2011). Although there is the common view that experience increases the level of commitment of workers in an organization, our results might have differed in this respect due to particular local situations.

Most of the studied subjects were graded to have either fair or good motivation and there was a statistically significant relationship between respondents' age, sex and educational status and level of motivation. A staff was found to be highly motivated to learn and work better if he or she is aged between 20 and 39 years of age and male. It is therefore recommended that all organizations, particularly government owned organizations, should periodically evaluate the level of motivation of their staff and the factors associated with being highly motivated. This will help in planning organizational programmes (like seminars, workshops and trainings) to improve staff motivation and invariably organizational growth.

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AUTHORS CONTRIBUTIONS

Banwat, M.E. conceptualized the study, entered and analyzed all the data collected and wrote the manuscript. Bakshak, I.K. and Dakhin, A.P. collected data from subjects while Banwat, E.B. proof-read and corrected the manuscript from draft to its present state.