MOTIVATION AND PERFORMANCE AMONG HEALTH PERSONNEL OF THE INSTITUTE OF HEALTH, AHMADU BELLO UNIVERSITY TEACHING HOSPITAL (ABUTH), ZARIA

BY

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DEDICATION

To my parents with love:

Alex N. Monikang

Rosaline M. Monikang

DECLARATION

I hereby declare that the realisation of this work is a record of my own research. It has not been published or presented anywhere for a higher degree. All quotations and references have been duly acknowledged accordingly.

MONIKANG V. NGONWI

(LLB LAW)

CERTIFICATION

This thesis entitled: *Motivation and Performance among Health Personnel of the Institute of Health, Ahmadu Bello University Teaching Hospital (ABUTH), Zaria* by MONIKANG V. NGONWI meets the regulations governing the award of the degree of Master of Public Administration (M. P. A.) of Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

The study undertakes a motivational analysis as the major cause of low output, discontent and high labour turnover among the workers of the Ahmadu Bello University Teaching Hospital (ABUTH). In the process a number of traditional theories on motivation are examined especially those of Frederick Herzberg and Abraham Maslow. This is done both in attempt to highlight the importance accorded to management problems that arise as a result of insufficient motivation and how these same precepts can be applied to an organizational set up like the teaching hospital (ABUTH).

The study also identifies the motivational techniques necessary for improved performance at ABUTH. These are both intrinsic and extrinsic. Intrinsic in that work should be made interesting and challenging so that it yields satisfaction and extrinsic in that adequate rewards and appreciation should be granted for the performance of the required task.

It is also realized however that direct application of western motivational techniques poses a very crucial problem in an African context because of the existence of different value systems, economies and political set-up. It is suggested that any attempt to motivate employees in an

African context should take special care of blending these aspects.

The major conclusion reached is that no single theory can account for the improvement of effectiveness and efficiency through motivation in any organization. This is especially so in Nigeria where the variable are so volatile continuous adaptation is required. Therefore different aspects from different theories are recommended according to the internal and external environment that exists at any particular time and place. This is the essence of the systems concept.

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CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Organisations are an important part of everyday life and they affect almost every facet of one's life in important ways. Although the nature of organisations varies widely, major differences exist amongst them in respect to their functions and size, and the goods and services they provide. In modern society, both the number and complexity of organisations have increased significantly[1]. In the nineteenth century, most people had contact with only small organisational units, but in the twentieth century there has been a phenomenal growth in number, size and diversity and complexity of organisations: from large scale businesses, schools, hospitals to multinational corporations.

No matter what its nature of size, each organisation consists of people. For any organisation to function to produce its goods and services, the members must perform their assigned duties. They must behave in certain ways so that the organisation fulfils its purpose. This makes human beings a vital component of any organisation. Although technical, financial, and other resources are important, it

is the human resources that makes the system function. At the same time there are many problems associated with these human resources, especially in terms of their performance in relation to the goals of the organisation.

A primary purpose of this study focuses on the managerial problem of motivating and compensating workers in a health institution so as to ensure effective and efficient performance in meeting the organisation's goals while at the same time encouraging and helping them to achieve personal satisfaction. The study deals specifically with the dynamics of organisational life in a teaching hospital: The Ahmadu Bello University Teaching Hospital (ABUTH), Zaria identifying particularly the key variables that enhance effective performance in the organisation and at the same time tries to understand why the workers feel and behave the way they do. This is because the ability, effort and performance of people are important variables in determining whether any organisation achieves its goals. In this case that of research, and teaching for the purposes of producing medical officers and also, function as general hospitals.

Deep interest in the human element in organisations began in the early 1800's when the West was caught up in the first waves of change caused by the industrial revolution[2]. As the dramatic change occurred, the commonly used management techniques were found to be less and less

effective thereby highlighting problems for which solutions became essential. New managerial tools resulted from methods that used the increasing knowledge of the human factor. Early theorists on the new management techniques included the following: Frederick Winslow Taylor with a method called scientific management, the German scholar Max Weber bringing the concept of bureaucracy, Mary Parker Follett emphasizing on the importance of group in organisation the Hawthorne studies which accidentally discovered the human relations concepts. Their scope of inquiry was later expanded by Kurt Lewin in the late 1930s. Further investigations in the sixties and seventies included those of McGregor, Likert, Arygris, Herzberg and Maslow. The outcome of these studies show that in modern organisations workers' productivity is not only a function of physical factors but also depends greatly on social groupings, informal gatherings and an interplay of both organisational and individual needs. Hence the following:

1. Performance = (Ability, Effort, Opportunity)
2. Ability = (Technology, Knowledge, Skill, Strength)
3. Effort = (Needs, Goals, Expectations, Rewards)
4. Opportunity = (Current situation, Past performance)

If any of the 3 variables in the first equation is

zero, then performance is also zero. Given a reasonable opportunity, the product of ability and effort will yield performance. Efforts in turn is a function of several factors that may be additive; needs, goals, expectations, and rewards, the person is motivated to satisfy these factors to ensure equilibrium[3].

1.2 Statement of The Problem:

Despite the tremendous strides in health science and technology the health status of the majority of the world's population remains poor, hampering overall human development, the capacity of the individual to realise potential for a productive life and the human right to live and die with dignity. In 1983 the Executive Board for the World Health Organisation (WHO) following a careful study of the world situation in 1982, concluded that in many countries health services were seriously deficient in achieving their goal of improving peoples' health[4]. Nigeria like other developing countries is faced with the problem of inadequate health coverage of a large number of people. A lot of reasons account for this foremost amongst which are: Inadequate health facilities and health personnel and clients, and the increasing managerial difficulty in running available health infrastructures. This results to an under-utilization of government health services by the population. Since the early 80's the scarcity of resources,

a heavier workload, inadequate facilities and insufficient staff, have created the Institute of Health (ABUTH) problem; leading to overcrowding and a lowering of the standard of care. As the Director of the Institute said in his 1983/85 report:

> "Under these depressing circumstance it is surprising that the health care services have not totally collapsed ..... ins pite of our cutbacks from some of our previous responsibilities, and inspite of our numerous cost-control measures, our present level of subvention is far too insufficient even to pay staff salaries"[5].

Teaching hospitals were therefore created in order to provide better and specialized medical care for the population through improved efficiency and effectiveness of medical care services rendered by hospitals and health centres; and also be able to utilize effectively the health infrastructure in its provision of integrated health services. Unfortunately, recent trends characterized by increasing labour strikes by hospital staff, low output of well patients, poor working conditions , loss of staff and lack of adequate trained personnel has put paid to the ideals of a teaching hospital resulting in poor medical performance. This situation has led one to examine the causes of discontent and low output that exists amongst

health personnel of the ABUTH Zaria, and consequently to show that motivation is the principal factor affecting worker performance in this institution. The questions to be tackled here include:

1. What motivates people to work in ABUTH and what discourages them?
2. Is motivation important for performance, or are abilities or other situational factors more important?
3. What kinds of interactions enhance the quality of work performance among health workers and the sense of individual satisfaction?
4. How do beliefs. values, attitudes, biases and stereotyping tendencies affect motivation and performance in ABUTH?
5. Lastly, what is the effect of personnel policies and practices on motivation and consequently performance?

Searching for answers to these questions constitutes the bulk of the study. This will certainly provide a fundamental basis for understanding why people behave the way they do in an organisational set up like the teaching hospital and also provide means of predicting how workers will behave in different organisational contexts.

1.3 Hypothesis

Given the aforementioned problems the following hypothesis were examined:

1. Challenging work does not constitute the primary source of motivation among health personnel.
2. Appreciation and professional recognition do not lead to higher levels of performance.
3. Salary is not a major incentive for performance among health personnel.
4. Working conditions play a minor role in worker satisfaction hence performance.

1.4 Objectives of The Study.

Understanding the factors that affect motivation so that their effects may be predicted and guided towards more effective organisational functioning and greater satisfaction of organisational members has become the major priority of public organisations. Throughout the developing world a large number of health facilities are developed but contrary to expectations, many of them either do not function adequately of are too expensive to manage effectively. The aim of this study is geared towards exploiting the full potential of the teaching hospital in productivity (offering of services) thereby aiding the fulfilment of the global services and better utilization of health infrastructures especially the human resource element (individuals) in the organisation.

It is also a research that seeks to test Frederick Herzberg's and Abraham Maslow's motivational theories as

indices for measuring or determining performance of health personnel of the ABUTH Zaria. In doing this the study traced the conditions under which the human element become increasingly important in organized setting thereby allowing the development of new managerial approaches as knowledge of human behaviour was incorporated into the practice of management.

The study was also carried out as a contribution to the already existing body of knowledge dealing with human behaviour in organisations in the aspect of motivation and performance in such sensitive areas as health care management.

Finally, this research attempts to find appropriate solutions and recommendations which can be used to strengthen the country's health services particularly in the wake of recent labour unrest that has for some time characterized the country's medical profession, thereby rendering poor or non-existent health services[5].

1.4 Scope of The Study and Limitations

The ABUTH Zaria was chosen because of the researcher's familiarity with the hospital environment and the proximity of this hospital which made data collection easier. The teaching hospital consists of the main centre in Zaria and two other auxiliary branches in Kaduna and Malumfashi. Due to financial and transportation constraints, the researcher

decided to concentrate her study on the main centre in Zaria. The study covers the period when the teaching hospital became autonomous from the university and went under the auspices of the Federal Ministry of Health till date.

1.5 Significance of The Study

Managing in the broad sense is not limited or confined solely to private enterprise. It is also essential for the successful operation of a variety of organisations ranging from Trade Unions, charity institutions, universities to public corporations.

Research on the sources, organisation and accomplishment of health care delivery has become both important and urgent. The global Advisory Committee of Medical Research (ACMR) of the World Health Organisation (WHO) and the six World Health Regional Advisory Committees on Medical research have given very high priority to this kind of research. Several countries have set up new institutions of organisational arrangements to channel research funds and scientific effort into studies focusing directly on ways of improving health care.

Consequently, organizing human effort and stimulating and realizing individual motivation will help bring about greater utilization of monetary and material resources aimed at attaining the magical goal of health for all by

the year 2000.

1.6 Research Methodology

Motivation and performance among personnel of the ABUTH Zaria is a case study of a specific organisation, the teaching hospital.It is not a comparative case study. It constitutes an analytical, explanatory and semi evaluatory study of why the workers behave the way they do and ways of improving performance to help attain both the institution's goals and their personal or individual goals. Consequently, detailed description and analysis have been used to uncover the motivation performance connection among the workers and also to determine the existence of other variables affecting performance. The relevant data collected for this work were mainly through two major sources: Primary data and Secondary data.

Primary data sources included the results obtained from the use of questionnaire, interviews and first hand observation by the researcher. Secondary data came from published and unpublished works, books, periodicals, journals, magazines and newspapers as well as official documents. The method of sampling used is the stratified random sampling method in administering questionnaires. A sample size of eight percent of the population was used. The use of an interpreter was necessary in administering the questionnaire to some workers (Low level staff) who did

not speak english well.

1.7 Definition of key Terms

No definition can be expected to describe fully any concept of subject. It can however serve as a spring board for fruitful analysis and amplification.

1. Health Personnel

The oxford dictionary defines "Personnel" as the body of persons engaged in any service or employment especially in a public institution[7], for example, a hospital. Health personnel would therefore consist of those persons working in hospitals or other health institutions whose aim is to render health care services. Such category of persons will include hospital administrators, doctors, physicians, consultants, nurses, technicians, pharmacists and sanitarians.

2. Health Service

"Name given generally or specifically to the aggregate of public (as opposed to private) medical facilities available to members of a community"[8]

3. Health Care

"Care for the general health of a person, community. etc, especially that which is provided by an organized health service"[9]

4. Management

Management as defined by V. H. Vroom (1964) is a process by which human and non human resources are coordinated to accomplish a given set of objectives. A process which typically occurs within the framework of large formal organisation. Management is therefore not an activity that exists in its own right but rather is a description of a variety of activities carried out by those members of the organisation whose role is that of a manager.

5. Motivation

Inspite of the many different approaches that have been taken to the study of motivation, there is a general agreement among social scientists about what motivation is. Motivation can be defined as "the set of processes that energize a person's behaviour and directs it toward attaining some goals".[11] For example, seeking food to abate hunger. The difficulty in understanding motivation is that it cannot be measured directly but only inferred usually on the basis of behaviour and also multiple motives exists.

6. Organisation

An organisation is "a collection of people, who with consciously coordinated efforts pursue and contribute to the attainment of a common purpose".[12] Although a wide

variety of organisation exists Peter M. Blau distinguishes between social organisations and formal organisations and also identifies what constitutes an organisation. According to him a family, friendship clique or a community cannot be designated as an organisation. The American Medical Association, or college fraternity to him are examples of organisations.

Formal organisations are different from other forms of organisation because of the following: They are characterized by relatively fixed boundaries a normative order, authority ranks, a communication system, and an incentive system which enables various types of participants to work together in the pursuit of common goals.[13]

7. Organisational Behaviour

"Organisational behaviour is a field of study based on research, observation, and theory. It is concerned with analyzing and understanding the attitudes, feelings, perceptions, motives, and behaviour of people in an organisational context. Its primary goals are improved individual and organisational performance and increased participant satisfaction.[14]

8. Performance (Output)

Performance is the degree to which organisational

objectives are met by the behaviour of an organisational member. Performance is said to depend on two factors, motivation (effort) and ability. Effort involves human behaviour directed towards achieving performance. Therefore, high motivation but no ability yields low performance; high ability but no motivation yields low performance. The conventional yardstick for performance are usually efficiency and effectiveness.[15]

1.8 Plan of The Study

This study consists of five chapters. Chapter one is a general introduction stating the problem to be solved and the hypothesis to be tested. It also includes why the researcher decided to embark on this study, its significance and the shortcomings that were encountered.

Chapter two tackles the review of related materials from previously published sources that are focal to the study being carried out especially as regards the theoretical framework of the study.

Chapter three discusses the historical background of the ABUTH Zaria while the managerial implications of using the specified (Maslow's and Herzberg's) theories of motivation are discussed in chapter four.

Chapter four also deals with the details of methodology and how data collected were analyzed. Results obtained are indicated.

Finally, chapter five offers a summary of the whole thesis including recommendations and solutions where appropriate.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

There is so much research in motivation that any attempt to be encyclopedic would stretch this thesis into several long probably boring chapters. It has therefore been necessary to pick and choose among many valuable studies. The selected materials represent in our best judgement, old studies that have lasting significance and, recent materials that make an important contribution to the understanding of work motivation.

Much of the research and theory building with regard to motivation has been in connection with work organisations. Questions often asked include: Why do people work at all? Why do some people work harder than others? Is work an end in itself or is it merely the means to achieve other goals through the acquisition of money? These questions re-emphasize more than ever the fact that people are the pivot on which any organisation evolves. Hence getting employees to give off their best is an important aspect of motivation.

In this study the primary concern in considering motivation is in its relation to performance. The conventional yardsticks of performance cover both

efficiency and effectiveness.[2] An organisation is efficient if, compared to similar organisations, its output is relatively high compared to its input. It is effective if it achieves its intended goals. And in any case an organisation may be highly effective without being especially efficient. Therefore, identifying what causes good or bad performance depends on whether the focus of attention is individual or organisational.[3] If it is individual the analysis is much more complex because of the constraints and interdependencies that affect performance. Effort is linked to performance and that stems from motivation. High motivation but no ability yields low performance, likewise high ability but low motivation yields low performance.

2.1.1 The Classical Era

Prior to the beginning of the 20th century there was little systematic development of a body of knowledge concerning management and organisations.[4] This was because few organisations existed but were not large enough to study. The end of the 19th century saw a lot of changes; the industrial revolution swept through Europe and the U. S. A and manufacturing organisations replaced the farm as the major influence in most western nations.[5] It is this shift that caused people to begin to study organisations seriously in an attempt to improve their efficiency, to

improve their ability to survive and make them a better environment in which human needs could be satisfied.

Sigmund Freud first called attention to the importance of unconscious motivation in the individual.[6] Although this was the most important of his ideals it was the hardest to understand. He was able to identify the fact that people behave the way they do because of certain factors of which they themselves are unaware. This is what he refers to as unconscious motivation. His contemporary Alfred Adler and a one time collaborator of Freud's broke away to establish his own school of thought. He stressed the power motive as a basis for work motivation.[7] According to him the more power (influence) a person has, the more he will be able to influence people to work. Early theories of motivation also included those of Locke, Mill and Bentham.[8] Following this outline we shall discuss the various schools of management thought that have emerged during the past 100 years.

2.1.2 Impetus from Scientific Management

Spanning the period roughly from 1880 - 1930 scientific management focused its attention on improving productivity through a careful study of the worker, the task and the work place. Its most famous proponent was Frederick W. Taylor, often called the father of scientific management.[9] Taylor and his contemporaries, the best known

of whom were Frank and Lilian Gilbreth, Henry Grantt and Harrington Emmerson, were continually striving to improve efficiency and reduce waste. At the heart of scientific management was work simplification and specialization. An organisation examined the total work to be performed and divided it into the smallest possible pieces.The organisation then conducted a time and motion study to determine the one best way of performing each narrow task. Alternative movement patterns were then explored and timed. The pattern requiring the least amount of movement and time was used to define the job. This led to the development of very simple repetitive jobs. Hence performance required only a limited number of skills.

Scientific management jobs were highly structured. That is a worker was told exactly how to perform a job and exactly how much time it should take. To motivate employees therefore, scientific management relied primarily on financial incentives. Most early 20th century thought on the subject of motivation was summed up by an oft-quoted remark of Henry Fords: "you just set the work before the men and have them do it". Ford was paying a high wage at the time compared to others. The assumption then was that paying well takes care of motivation. Critics of Taylor and the scientific management approach contend that Taylor cared only about productivity but not about employees needs. Nevertheless Taylor's practices were consistent with

many of today's contemporary theories of motivation[12] (Goal Theory). By simplifying, defining and teaching the task, management provided support for performance. There is little question but that scientific management met its objectives of improving worker effectiveness by conserving time and energy. An organisation could therefore decrease training costs and increase productivity.

Significant drawbacks to this theory were stated by Gilbreth, "it is the aim of scientific management to induce men to act as nearly like machines as possible", most workers don't like to "act like machines" for long periods of time.[12] Employees perceived work to be depersonalized or meaningless and monotonous. These experiences caused workers to become dissatisfied, leading to absenteeism, turnover and general discontent.

Attempts to counteract negative side effects of the scientific management approach, to work evolved from the job enlargement movement, which focused primarily on increasing the number of activities engaged in by the worker.[13] From this theory grew the human relations concept.

2.1.3 The Human Relations Movement

Most theories about the motivation of workers has been dominated by what is loosely called the Human Relations Viewpoint. It is today's best known, most widely practised and malpracticed theory of why workers behave the way they

do, and how they ought to be treated by management. Its major thrust came from Elton Mayo and the now famous "Hawthorne Experiment"[14] The movement covered the period from 1930 - 1950's. The theory which evolved from these studies states that workers tend to cluster together into informal groups in order to fill a void in their lives, and that this void results from a basic need for co-operation and comradeship which modern industrial organisations have ignored. Further these informal groups could exert a far stronger pull on the workers motivation than the combined strength of money, discipline and even job security itself. Mayo's prescription was to cultivate improved communications so that management and workers would at all times have sympathetic insight into the minds of one another thereby reducing conflict in organisation. The increased harmony would increase worker satisfaction. This theory led to the development of the Behavioral school of Management thought.

2.1.4 The Behavioral School

Also growing out of the interest of the Human Relations Concept in the behaviour of individuals within the group, the behavioral approach began in the 1950's. This approach assumes that the individual is motivated by a variety of needs. Individuals associated with this line of thought include the following:

Douglas McGregor

He described sets of assumptions about people that supported markedly differing approaches to managing people.[15] These assumptions, he labelled "Theory X" and "Theory Y". The manager who perceives people according to either structure, regardless of whether or not such perceptions are recognized or acknowledged, will behave in predictable patterns because or personal assumptions, beliefs and attitudes.

Theory X assumes the following based on ignorance and traditional false explanations that people are born lazy, they are not very bright; if they are to be motivated, people must be directed, controlled and coerced.

Based on behavioral science research theory Y assumes human nature as follows: people are born with a natural tendency to be active. Intelligence is widely distributed throughout the population. People can be largely self-directing and self controlling and will work hard to achieve goals they have helped to set. Consequently the philosophy of management by direction and control-regardless of whether it hard or soft- is inadequate to motivate because human needs on which this approach relies are relatively unimportant motivators of behaviour in our society today.

Direction and control are of limited value in motivating people whose important needs are social and egoistic. On the other hand theory Y points up the fact that the limits on human contribution in the organisational setting are not limits of human nature but of management's ingenuity in discovering how to realize the potential represented by its human resources.

Rensis Likert

Rensis Likert has for over a period of 25 years carried our researches on organisational leadership as it affects workers participation, commitment, productivity and efficiency. Results of his findings led to his refined classification of organisations into four management systems; Exploitative, Authoritative, Benevolent, Consultative and Participative.[16] This study and similar data from other studies (Chris Argris[18] (1957)) showed that subordinates react favourable to experiences which they feel are supportive and contribute to their sense of importance and personal worth. Similarly persons react unfavourably to experiences which are threatening and decrease or minimise their sense of personal worth. These findings are supported also by substantive research on personality development,

(Argris 1957)[18] and on group behaviour. (Zander 1982)[19]

From these studies it is found that each of us wants appreciation, recognition, a feeling of accomplishment, influence and a feeling that people important to us believe in us and respect us. Significant improvement in performance is realised when the organisation reflects those aspects on its members.

David McClelland

Other theories in the behavioral school include those of David McClelland (Achievement Motivation) Abraham Maslow (Need Hierarchy) and Frederick Herzberg (Two-factor theory or Hygiene - motivation theory). In depth research on the motivation of a single need was carried out by David McClelland and associates - (John Atkinson).This was the "need for achievement motive"[20] McClelland showed that the need for achievement is an acquired need learned primarily during childhood, although training can enhance the motivation to achieve in adults. Individual levels of need for achievement has a significant impact on performance. He argues that the need for achievement applies to entire societies as well as to individuals. While some individuals rate very high, others very low, groups, organisations or societies could be rated according to

the degree of achievement-related motivation evident in the total system.

Frederick Herzberg and Abraham Maslow

It should be noted here that, because the theories of Frederick Herzberg (Hygiene-Motivation theory) and Abraham Maslow (Need Hierarchy) are fundamental to this study they shall be discussed more extensively and specifically in a later section.

Generally, Need Hierarchy consists of assumptions that peoples' needs are ever changing and that a person's attention and energy will be focused on satisfying the lowest level need not be currently satisfied. Thus Maslow classifies human needs into a hierarchy of five stages: beginning with the lowest; physiological, safety, social esteem and self actualization needs.

Hygiene-Motivation theory also known as Dual-factor theory deals with the existence of two sets of factors in any organisational setting. One relating primarily to job satisfaction (Motivators) and the other relating solely to job dissatisfaction. (Hygiene factors).

Theorists of the behavioral school feel that in modern organisations people are unable to use or exercise either their abilities or their intellect. As

a result they urge management to enlarge and enrich jobs so as to make them more suitable for workers abilities and so that they will provide an environment in which individuals can satisfy their complex needs as well as accomplish organizational goals.

2.1.5 The Administrative Theory

This is one school of thought that has spanned the entire period from 1900 till date. It concentrates its research on tasks and organizational systems, not on the members of the organisation as people. The assumption seems to be that the functioning of the organisation was of primary importance and that people could be engineered to fulfil organizational requirements. The best known proponents were Henri Fayol, a French industrialist and Max Weber, a German scholar. While Fayol focused on the task of management in his 1916 book "General and Industrial Management",[21] Max Weber in his concept of Bureaucracy established the approach for creating rational efficient organisations.[22] These theories are more concerned with increasing productivity and performance using the structure of organizations to influence the individuals.

2.1.6 Contemporary Theories on Motivation

Recent motivational models have tended to rectify the shortcomings of earlier theorists integrating new factors

and variables while at the same time bringing about new revolutionary ways of looking at human effort and performance in organized settings.

Alderfers Erg Theory

Clayton Alderfer felt that modification of Maslow's theory was necessary in order to deal with some of its conceptual shortcomings and to be more consistent with the results of the research. Consequently he developed a reconfigured need hierarchy model known as the Existence, Relatedness and Growth Theory (ERG). [23]

ERG has only three levels in the need hierarchy as opposed to Maslow's five. It also differs from the latter in the complexity of needs expected to influence an individual at a given point in time. Though Alderfer suggested that individuals tend to "move up the hierarchy" as they satisfy their needs, he argues however that two or more sets of needs can be active at one time. Furthermore, Alderfer specifies two ways you can shift your focus of attention from one set of needs to another. As you satisfy one need, you will "move on" to another need (satisfaction in progression). On the other hand if you attempt to satisfy your needs at a certain level and fail you will regress to the preceding level and direct your attention toward that level of need, (frustration regression). Despite the fact that this theory deals with most of the

problems relating to Maslow's theory it is still too new for research to allow definitive statements about its accuracy or usefulness.

Murray's Manifest Need Theory

Henry Murray identified a wide range of needs which people supposedly acquired to one degree or another through interaction with their environment.[24] It also identifies the fact that any need can have impact at anytime and these active needs might be concurrent. This theory has had little impact on organizational behaviour possibly because it is not manageable enough and has little guidance for practical application.

Other need theories consist of the "need for affiliation",[25] (the desire to establish and maintain friendly and warm relations with other persons) the "need for power"[26] (the need to control other persons, to influence their behaviour, and to be responsible for other people) and the need for achievement"[26] which has earlier been discussed.

Expectancy Theory

This is dynamic motivational model or theory also called instrumentality theory or valence - instrumentality - expectancy theory. It considers the process through which the individual decides which of the many choices of

behaviour will be put into effect.[28] This concept has been modeled and tested by many writers-researchers (Victor Vroom, John Atkinson, Lyman Porter and Edward Lawler)[29]

Although formulated in several different ways, it has certain central ideas:

1. Needs alone do not explain behaviour, it is also necessary that the individual expect two things;
   a. If he tries he can really do what he is trying to do.
   b. If he does it, he will really be rewarded for having done it.
2. Since action tends to produce multiple results, he must calculate that the rewards will be greater than the costs however difficult it is to calculate either, thus leaving him with a profit.
3. The implication for management is that it must be possible for individuals to see that effective performance is rewarded, if motivation is aroused.

Therefore, when good performance of the job is seen by an employee to be a path to meeting physical, social, and growth needs, the chances of good performance are increased. Conditions need to be arranged in such a way that employees will see the connection between their efforts-performance and satisfaction of their needs.

Equity Theory

Equity theory is concerned with the affective and behavioral reactions people have to outcomes they receive as part of a "social exchange" (fairness of distributed rewards)[30]. According to equity theory, your reactions to the outcomes received from another person (or organization) depend on how you value those outcomes in an absolute sense and also on the circumstances surrounding their receipt. It suggests that your reaction will be influenced by your perceptions of the "inputs" you provided in order to receive these outcomes.

Goal Theory

This theory states that if you are guided by specific, difficult goals, you will perform at higher levels than will a person who operates without goals[31]. You will also perform better than someone guided by goals which are either too general or too easy. The higher level of performance is attributed primarily to direction, effort and persistence.

The Porter-Lawler Model

It is an integrating model of motivation named after its developers[32]. The model relates motivational intensity to job performance. The extent to which greater efforts yield higher performance depends both on the characteristics of

the individual and on what that person understands, the proper conduct of the job duties to be.

The model points out the importance of performance, satisfaction, and rewards in creating the conditions under which greater employee efforts will be offered. It also points out the numerous pitfalls which exist to trap an unsuspecting manager and lead to establishing conditions for low effort, performance, and satisfaction.

Management by Objective (MBO)

A management practice first introduced by the well-known management author Peter Drucker, MBO has become an extremely popular but not always an effective tool used by a variety of organisations[33]

MBO has become a generic term used to describe virtually any type of programme which contains at least the following elements:

1. Joint setting of objectives (goals) by supervisor and subordinate.
2. Working toward the objectives.
3. Review of performance and the degree to which objectives are met.

Despite the number of articles discussing MBO it is used almost exclusively with management and professional employees inspite of research which shows that it can be appropriate with different categories of employees.

Although MBO uses long term goals research has shown that short-term goals can also be effective.

2.1.7 Nigerian and African writings on Motivation

In Nigeria several studies have been conducted on work motivation and performance in the Nigerian working context both in the private and public sectors, government institutions or government departments. Georgia N. Obazei (1986) in her research on "work motivation and performance" in Peugeot Automobile in Nigeria Limited (PAN) sought to determine the following:

1. Why has PAN reached their present production level per day?
2. Is high performance in PAN really the result of workers motivation or the nature of the technology?
3. Is management claim that their workers are contented still correct?
4. If workers are highly motivated how did management succeed in making this possible?

This research is particularly significant because it deals with motivation in private enterprise in a developing country. Motivating individuals in an organization that plays a vital role in the nation's economy is of vital importance because it helps to build and strengthen the economy through increased productivity and efficiency levels. Four hypothesis were tested using Herzberg's

motivational framework. Results of Georgia's research indicated that junior employees are generally satisfied with pay, company policy, supervision, working condition and interpersonal relations (hygiene factors) in their jobs. If these job factors are present, a more favourable work environment is created, and performance would improve.

It also rejects the hypothesis that hygiene factors (Herzberg 1959) do not constitute motivators for workers at the higher level of the echelon. Findings showed that some or these job facets were important motivators for senior employees. Pay for example is rated very high, among senior employees. A factor which they consider would make them work harder. The research also noted remarkably that junior workers in PAN seem to be aiming also for higher-level needs such as advancement, and more responsibility in their jobs. And finally senior employees at PAN seem to want advancement responsibility and recognition more than anything else.

ETUK (1980) in his research on "work motivation and Job satisfaction", took samples from six statutory corporations, public companies and ten government ministries in the Cross River State. His objective was to make a comparison of job attitudes in both the government ministries and public companies in order to improve organizational effectiveness and provide better understanding of the factors that motivate Nigerian

workers. His findings appear to support the fact that certain job variables which have the potential to satisfy higher-level needs of workers greatly influence the attitudes and performance of workers in the organizations studied. Respondents replied unfavourably to job aspects like salary, decision making and promotions. Feelings of achievement was an important variable that motivates administrative officers in public companies and government ministries. Interesting to note is the fact that while job security ranks as number one in Western nations, it falls in the ninth position in Nigeria. This can be attributed to the fact that Civil Service jobs in Nigeria are more permanent. However, with the present economic crisis this trend must have changed to render job security a priority.

A comparison of job satisfaction in the Officer corps of the Non-combat service in the Nigerian Army Education Corps investigated the level of job satisfaction in the Education Corps of the Nigerian Army vis-a-vis that of the combat Arms Officer corps (Imohe 1981). He investigated how the level of satisfaction affects the army officers' willingness to remain on the job.

Results of his research revealed the following facts:

1. More satisfaction was recorded by officers holding command and Staff appointments than those who are deployed as instructors.
2. A relationship was found between the level of

satisfaction and willingness to remain on the job.

3. Interpersonal relationships between combatant officers and service Officers was not cordial.

Another important study is that conducted by Blunt Peter (1983) on "Organizational Theory and Behaviour: An African Perspective", it deals with "management" in an African environment; Problems faced by managers in developing countries which is far different from those of their counterparts in Western societies.[35] In this book he uses established theories and principles but applied in an African context. Taking into consideration African Cultural beliefs and values; he notes that this has an important influence on the individuals in Africa therefore such factors ought to be looked at critically.

Blunt concentrates on those theories which have been subject to empirical investigation in Africa. Such theories include Maslow's need hierarchy. McClelland's need for achievement theory, and Herzberg's two factor theory. Using experimental samples from Kenya, Ghana, Nigeria, Liberia and other African countries he posits that due to the early stage of development of the discipline of motivation, mistakes that were committed in the West should be avoided. A critical appreciation of the limitations, strengths and weaknesses of available theories and knowledge should be done rather than ignoring or glossing over them. This will enable the development of skills which can be used to

assess and apply theories sensibly, thus avoiding the human and organizational cost which arise from an over-simplified view.

2.1.8 Analysis of Abraham Maslow's and Frederick Herzberg's Theories of Motivation

Need Hierarchy Theory

Without question, the most widely known need hierarchy theory was developed by Abraham Maslow of Brandeis University in the 1940's[36] Maslow's early career as a psychologist focused heavily on private behaviour. His interest then turned to human personality theory and the understanding of human behaviour through psychoanalysis. Maslow's clinical experiences as a psychologist influenced development of his five-level need hierarchy theory. Initially, Maslow's work though generating much interest among other clinical and personality psychologists had relatively little impact in organizations. Managers gained most of their exposure to Maslow's ideas in the 1960's, mostly because of the "popularized" writings of Douglas McGregor[37]. Maslow's need hierarch theory is based primarily on the following propositions.[38]

1. People possess a common set of five universal needs (physiological/survival, safety/security, social, ego/self-esteem, and self actualization).

2. If a need is not met, dissatisfaction is experienced, furthermore, people are motivated to satisfy their needs and will behave accordingly.
3. When a need is met, satisfaction is experienced.
4. A need which is satisfied no longer motivates.
5. If satisfaction of a need is not maintained, the need regains its ability to motivate.
6. There is a particular order in which people will strive to satisfy their needs. This order follows a hierarchy from the lowest-level (most basic) needs through the highest-order needs.

Figure 2.1 illustrates Maslow's proposed hierarchy of needs[39]. According to Maslow, you first direct your attention toward satisfying the lowest-level needs in this hierarchy (physiological and survival). Once you have fulfilled this set of needs reasonably well, you essentially lose interest in them. You then direct your attention towards satisfying needs at the next level of the hierarchy. When these have been met, you address needs at the next level of the hierarchy. This is repeated as you focus on satisfying needs at successively high levels in the hierarchy. It should be noted that once satisfied, a need does not necessarily stay satisfied. If threatened or deprived of the satisfaction of any need of lower level than the need level currently in operation, the individual reverts to the lower (more fundamental) need to protect its

continued satisfaction. Maslow identified this particular hierarchy as representative of the total set of humans but did not suggest that every person will have needs arranged in exactly this hierarchical pattern.

Thus an overriding principle in this theory is that a person's attention and energy will be focused on

MASLOW'S NEED HIERARCHY

General factors		Need level		Organizational specific factors
1. Growth			M	Challenging job.
2. Achievement		Self-actualization	a	Creativity
3. Advancement			t u r e	Advancement in Organization
				Achievement in work
1. Recognition				Job title
2. Status		Ego and Esteem		Merit pay increase
3. Self-esteem				Peer/supervisory recognition
4. Self-respect				Work itself
	A			Responsibility
1. Companionship	s c e			Quality of supervision
2. Affection	n d	Social		Compatible work group
3. Friendship	i n g			Professional friendship
1. Safety	O			Safe working conditions
2. Security	r d e r	Safety and security		Fringe benefits
3. Competence				General salary increases
4. Stability				Job security
1. Air			B	Heat and air conditioning
2. Food		Physiological and survival	s a i c	Base salary
3. Shelter				Cafeteria
4. Sex				Working conditions

Figure 2.1
Source: Patrick E. Conor, Dimensions in Management. 3rd Ed. Williamette University, Houghton Hifflin Co. Boston, p.317

satisfying the lowest-level need not currently satisfied.

If you are starving, you will be motivated to find food to satisfy this basic physiological need. If the basic physiological needs are satisfied reasonably well, you will devote attention to needs higher in the hierarchy.

Physiological needs.

These constitute the most basic (lowest level) set of needs in Maslow's hierarchy. This extremely wide range of individual body and life-maintenance needs include the need for food, water, sex, sleep, activity, sensory satisfaction and all other physiological requirements of the body.

Safety and Security needs.

These set of needs define the second level of the hierarchy. It involves meeting threats to the well-being of the individual such as protection against danger, threat and deprivation or any other causes for insecurity.

Social needs

Originally referred to by Maslow as "love needs", social needs include the need for emotional love, friendship, and affectionate relationships with people in general. It includes the need for affiliation and a general sense of belonging. Social needs are expressed through group membership, friends and other associations.

Ego and Esteem

These are needs relating to the desire of self-respect, self esteem and the esteem of others. Needs in this category are both internal and external. Internally focused needs include need for achievement, confidence, independence and freedom. Externally oriented needs include the desire for prestige, recognition, reputation, attention and appreciation.

Self-actualization

Consisting of the highest order in Maslow's hierarchy, self-actualization is said to become dominant only after all lower order needs have been satisfied reasonably well. Self-actualization needs point to the constant striving to realize one's full potential - whatever it is, since people are so different in their relative strengths and weaknesses, in capacities and limitations, the meaning of self-actualization varies greatly.

IMPLICATIONS AND CRITICISMS

Maslow's theory although accepted widely in its entirety, research conducted on the model, however, does not merit such total acceptance. Inspite of the tremendous amount of research generated by Maslow's theory, the theory has never been tested adequately as a complete theory for a number of methodological reasons. However individual

components have been tested with reasonably acceptable methods. Research indicates that:

i. There is a wide range of needs, and people are motivated to satisfy these needs.

ii. Most needs can be addressed in organizational settings for the purpose of motivating organizational members.

iii. For a given individual, some needs are more powerful than others at a particular point in time.

iv. For a given individual, the importance of needs changes over time.

v. Different people have different needs.

vi. Once a need is satisfied, it then becomes a less powerful motivator.

vii. Some sort of hierarchy of needs exists.

Several other findings appear less supportive of Maslow's Theory. Wahba and Bridwell (1976)[40] suggest that there is no clear evidence that human needs are classified in five distinct categories, or that these categories are structured in a special hierarchy. A number of studies have also questioned the hypothesis that the satisfaction of a need at one of the five levels will decrease its importance and increase the importance of the next higher need.

Nonetheless Maslow's theory has been adopted widely by organisations and used frequently to guide important management decisions. Organisations have to assess need levels of their workers and identify which types of

organizations rewards and opportunities would be most valuable and motivating. Figure 2.1 provides a summary of specific factors an organization could use to motivate employees at each of the five levels of Maslow's hierarchy.

HERZBERG'S MOTIVATION - HYGIENE THEORY

One of the most sophisticated studies that has yet been carried out in the field of work motivation was conducted by Frederick Herzberg. It was based on careful interviews with some 1200 engineers and accountants who worked for eleven different firms in Pittsburg.[41] They were asked to recall specific incidents in their experience which made them feel either particularly good or particularly bad about their jobs. They were also asked to indicate what effects these incidents had on their attitudes and on their performance and whether these effects were of short or long duration.

Research showed that when these men felt good about their job, it was usually because something had happened which showed that they were doing their work particularly well or that they were becoming more expert in their profession. Good feelings were keyed to the specific tasks that the men performed rather than to background factors such as money, security or working conditions. On the other hand when they felt bad it was usually because disturbance in these background factors has caused them to believe that

they were being treated unfairly.

This led Herzberg to identify two sets of needs. The first set of needs he called "Motivators" (growth needs). Motivators relate to job content and the ability to achieve and, therefore experience psychological growth. The second set of needs he termed "hygiene" (pain-avoidance needs). These needs relate to the job environment and stem from human nature and the "built-in drive to avoid pain" (plus learned drives developed to avoid pain). According to Herzberg, growth motivates people and, when met, lead to the experience of satisfaction. Hygiene needs on the other hand, must be met to avoid dissatisfaction (but do not necessarily provide satisfaction or motivation).

Figure 2.2 presents a summary of his findings.[42] These studies allowed Herzberg to identify important work experiences said to have caused either great satisfaction or great dissatisfaction.

HYGIENE FACTORS

These factors involve the need to avoid pain. They are not related directly to the work itself but rather to job context factors like pay, working conditions, supervision and security (Figure 2.2). Herzberg also refers to these factors as "dissatisfiers". Because they are frequently associated with dissatisfying experiences, Herzberg claims they are unlikely to provide satisfaction.

Factors Affecting Job Attitudes.

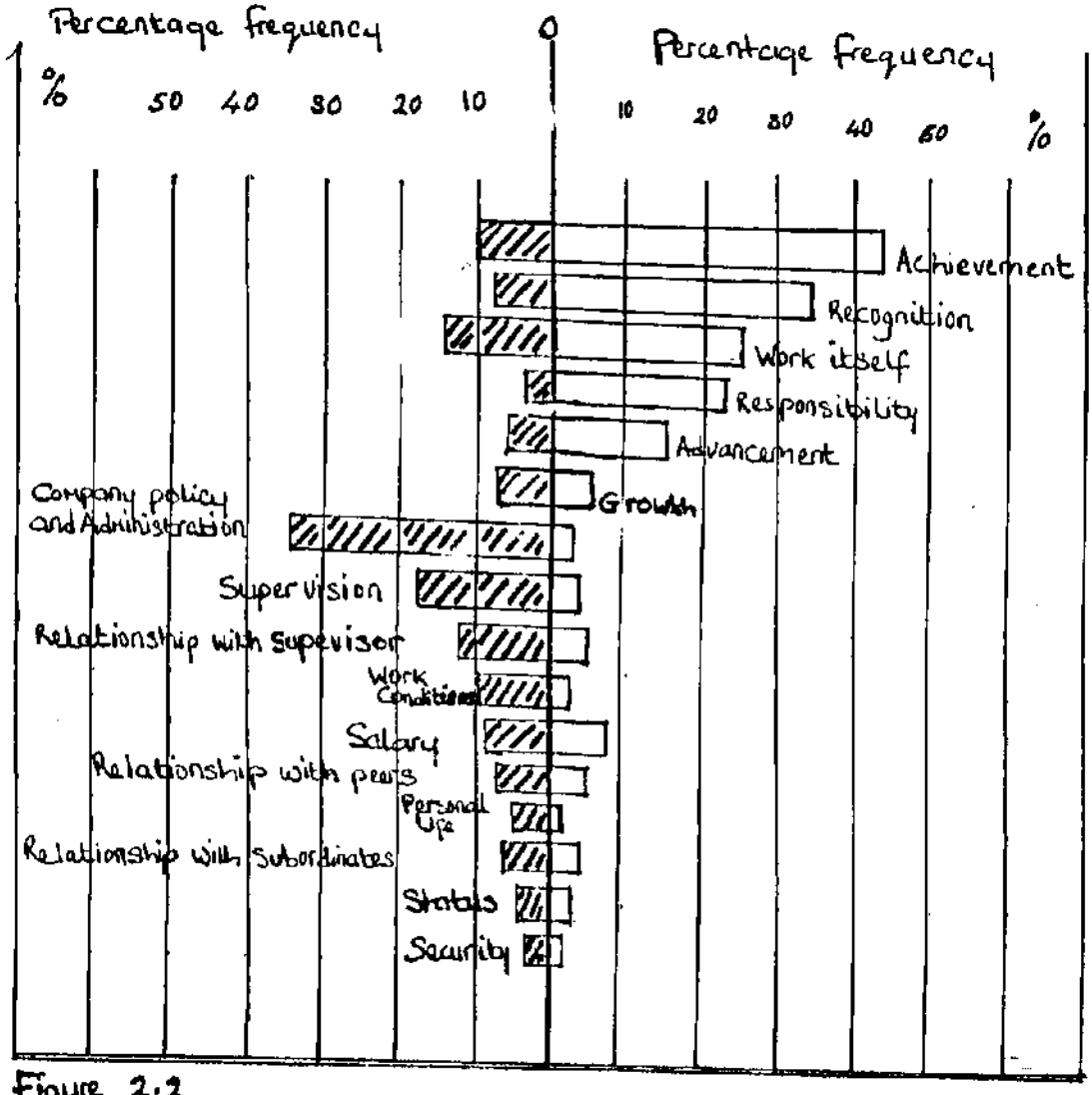


Figure 2.2

▨: Factors characterizing events that led to extreme dissatisfaction.

□: Factors characterizing events on the job that led to extreme satisfaction.

Source: Frederick Herzberg: The Motivation-Hygiene Concept And Problems Of Manpower. in Patrick E. Connor. Dimensions in Modern Management Houghton Mifflin Co. Boston. (1974) p. 399.

When hygiene factors are met dissatisfaction that would have resulted had the needs not been met is avoided. Meeting these needs however does not always contribute to experiencing satisfaction. Since they are not capable of providing complete satisfaction, Herzberg states that they are not capable of motivating workers.

MOTIVATOR FACTORS

These factors deal with the long term need to pursue psychological growth. Motivators refer to job contents like achievement, recognition and, the work itself. Termed "satisfiers" by Herzberg they are able to provide satisfying experiences for workers. When these needs are met satisfaction results. Because these needs provide satisfaction they are capable of motivating workers. More specifically, Herzberg believes that motivating factors lead to performance (achievement) which in turn lead to satisfaction.

EXPLANATION OF DUAL-FACTOR THEORY ITEMS
SATISFIERS

Achievement: Event of success, failure, or absence of achievement. Includes such items as successful completion of a job and seeing the results of one's work.

Recognition: Some act of recognition of the job holder,

the source of which could be superior, subordinate, peer, client, and so on. Act of notice, praise, or blame.

Possibility of growth: Likelihood that one would be able to move upward and onward within the organization, situation in which one is able to advance in skill development and profession.

Advancement: Actual change in status or position in the organization.

Work itself: Duties (tasks) of a position as a source of good or bad feelings about it.

Responsibility Events of satisfaction stemming from being given responsibility for one's own work or the work of others or from being given new responsibility. Includes loss of satisfaction or dissatisfaction with job because of lack of responsibility.

DISSATISFIERS

Company Policy: Adequacy or inadequacy of company organization and administration and management. Harmfulness or beneficial

effects of company policies, primarily personnel policies.

Supervision Technical: Competence or incompetence, fairness or unfairness of the supervisor. Includes items such as supervisor's willingness (unwillingness) to delegate authority or to develop subordinates.

Relationship with supervisor: Interpersonal relationships with supervisor arising from interactions in the performance of the job.

Work Conditions: Physical conditions of work, amount of work, facilities available for doing the work. Includes factors such as adequacy of ventilation, tools and space.

Salary: Wage or salary increases, unfulfilled expectation of the salary increases.

Relationship with peers: Interpersonal relationship with co-worker

arising from interaction in the performance of the job.

Personal life: Job related factors in personal life. Includes such items as family needs for salary and other family problems stemming from the job situation.

Relationship with subordinates: Interpersonal relationships with subordinates arising from interaction in the performance of the job.

Status: Some sign of appurtenance of status directly related to job attitude. Includes such items as having a secretary in one's new position, being allowed to drive a company car, or being unable to use a company eating facility.

Job security: Excludes feelings of security. Limited to objective signs of the presence (absence) of job security. Includes such items as tenure and company stability or instability, of motivating workers.

Implications And Criticism

The major implication of Herzberg's theory is that satisfaction and dissatisfaction should not be considered as opposites. It is not possible either according to Herzberg, to use one scale which contains both satisfaction and dissatisfaction. Different scales should be used to describe a person's level of dissatisfaction.

Organizational implications of Herzberg's theory are substantial. The theory maintains that hygiene factors (e.g. pay or working conditions) have low potential for motivating workers. The only potential organizational benefit of meeting employees hygiene needs is to avoid dissatisfaction. Thus implying that these factors should be given adequate but not excessive attention by organizations. Therefore to motivate employees the organization should concentrate on motivator factors such as achievement, responsibility, recognition and the characteristics of the work itself (job enrichment). Consequently, management must act to maintain hygiene factors or else dissatisfaction may arise and drop performance below acceptable levels. At the same time it must provide jobs rich in achievement opportunities if they are to support achievement-oriented behaviour capable of producing better than acceptable performance.

Despite wide acceptance of Herzberg's theory some criticisms exist. Major aspects of his theory are

considered to be unproven and in part contradictory. Points of contention concern the important work experiences (critical incidents) approach Herzberg used to evaluate his theory. It has also been argued that the method used to collect information about satisfying and dissatisfying experiences biased Herzberg's research results[43]. House and Wigdor (1967) argue that Herzberg oversimplified the complex sources of satisfaction and dissatisfaction and the relationship between satisfaction and motivation.[44] Rejoinders to criticisms of the motivation-hygiene theory have also been offered, through studies done using Herzberg's incident telling method.[45]

Herzberg's theory and its contributions to later research, theory and managerial practice cannot be denied. Although the original theory is not valid in its entirety, it has helped identify the wide range of organizational factors capable of influencing worker reactions. Previously most organizations attended primarily to hygiene factors. Because of Herzberg's contributions, organizations today realize the potential of motivators.

To conclude, we note that dissatisfactions must be removed before a job is capable of being a satisfying one; after the removal of dissatisfaction, satisfiers must be added to create a satisfying job.

Intrinsic And Extrinsic Motivation

Herzberg, Mausner, Peterson and Campwell (1957) in their work on job attitude identified two groups of work motivators; intrinsic and extrinsic motivation[46]. The two classes relate to the two need levels described by Herzberg as the outcome of incentive/rewards. A task that is intrinsically motivating yields satisfaction to the person because of the nature of task itself (interesting and challenging). Extrinsic motivation stems from rewards that are granted for the performance of the task such as salary or promotion.

The extrinsic factors are;

1. Pay or salary increase.
2. Technical supervision or having a competent supervisor.
3. The Human Relations quality of supervision.
4. Company policy and administration.
5. Working condition or physical surroundings.
6. Job security.

The Intrinsic factors include:

1. Achievement.
2. Recognition or praise.
3. Responsibility for one's job.
4. Advancement or possibility of promotion or growth.

Intrinsic factors are derived from the individuals relation with the job (content). While extrinsic factors come from the organizational structure. Often extrinsic rewards are applied in great quantity for those jobs with low levels of intrinsic motivations in an effort to make up for the boredom built into the job or simply to overcome the aversion that people have for the job itself.

Some jobs have high levels of intrinsic rewards and offer both the job holder and the organization something very difficult to accomplish through extrinsic rewards alone. Members receive a sense of involvement in the job, commitment to performance and quality, higher productivity, lower absenteeism, and turnover. As a result many managers have turned to the nature of the job itself when symptoms of motivational deficiencies erupt. They have considered making the job itself more interesting and challenging by enlarging the scope of the job, building in more variety and requiring more skills and initiative.

2.2 Theoretical Framework

Motivating its members means that on organization can attain its goals with less cost, greater productive efficiency, and greater human satisfaction. Effective organizational motivation occurs when the work environment is such that both individual and organizational motives may be achieved simultaneously. This can be done through

identifying common environmental factors and their motivational implications. We can begin with Maslow's conceptualization of universal needs arranged in a hierarchy and investigate to what extent these needs a satisfied within the context of the organization as conceived by Herzberg. Maslow's hierarchy starting with the most basic are physiological, safety, social, ego and self actualization while Herzberg's organizational environment is divided into two categories: hygiene and motivator factors. Figure 2.3 shows how these two are related.[47]

The hygiene factors can be related to physiological and security needs. We can see that basic physiological needs are affected by working conditions, (safety, lighting, ventilation, proper equipment) and salary (ability to provide food and shelter). Work conditions and salary appear in dual roles, as expressions of security needs as well as physiological needs. The threat of deprivation - and the derived need for assurance of long term satisfaction of physiological needs - is affected by organizations stability and job security as well as continued job safety and earnings. The technical facet of supervision refers to the competence and fieriness with which one's supervisor fulfils the supervisory role. A supervisor who is unfair with subordinates arouses fear and anxiety. An incompetent one may lose the respect due the position as well as the subordinates' confidence that

supervisory tasks will be suitably performed. The quality of organizational management and policies affect security needs, a poorly structured and managed institution will certainly create problems and frustrations for members. When security-related factors are deficient frustration and consequently dissatisfaction result. Social needs also emerge at work and satisfaction stems from the various relationships one has, with work-group members (peers) supervisor and subordinates. Such relationship arise from the interaction and activities required by the job thus making the workplace either harmonious or friendly or full of discord and dispute.

Assuming reasonably good environmental conditions, more than normal effort can still be generated through concentration on motivators that involve recognition of higher level needs such as esteem and self-actualization. These higher level needs are psychological. Ego and esteem involve two facets. The first of which is internal (ego - self - perception of personal worth) and the second is external (esteem) the recognition by others of one's worth. Esteem comes from others and in an organizational setting are viewed through status, responsibility, promotion, advancement and possibility of growth. Achievement is a primary source of ego satisfaction and may also be the cause of receiving esteem from others.

The highest need level provide the means, opportunity

of challenge for the individual to maximize his development. Self actualization is affected by actual duties that comprise one's job and the possibility of growth offered by the job. Work that leads to self-actualization may be challenging, requiring initiative and improved professional skills, and at the same time offer constantly changing problems what have little or no relation to each other, thus providing the opportunity to perform to one's own potential.

As indicated in Figure 2.3 hygiene and motivational factors are congruent with the need hierarchy. The two overlap. The organizational factors related to Maslow's physiological, security and social needs are primarily related to the individual's job setting (that is context) the higher - level needs, ego, esteem and self-actualization, are centred on the contribution that the duties of the job bring to the individuals psychological growth and development (that is job content).

Of utmost importance to a worker whose safety and security needs (Maslow) are the driving forces would naturally be issues of job security, (Herzberg).

COMPARISON OF MASLOW'S HIERARCHY OF NEEDS MODEL WITH HERZBERG'S DUAL FACTOR MODEL.

Maslow's Needs Hierarchy Model Maslow's Need category of ...	compared with	Herzberg's Dual factor Model Herzberg's organizational factors of ....
Self-actualization Needs	Satisfiers (Motivators)	The work itself. *Possibility for growth
Esteem (Ego) Needs		*Possibility for growth Achievement Recognition Advancement Responsibility Status.
Social (Belongingness) Needs	Dissatisfiers Hygiene Factors)	Interpersonal Relations. Superior Subordinates Peers
Safety and Security Needs		Company policy and Administration. Supervision -Technical Personal life. Job security *work conditions. *Salary
Physiological Needs		"Work conditions. *Salary

* denotes item appearing in two different categories.

Figure 2.3

Source: Fred Luthans. *Contemporary readings in Organization Behaviour* McGraw-Hill Book company (1974) p. 246

Questions of the meaningfulness of the job will be unimportant at that moment representing as it does factors of work itself viz achievement, growth, responsibility, etc. Likewise the individual with ego needs in operation (Maslow) will be interested in opportunities for advancement and recognition (Herzberg). In relating this to individual effort, we see that attention to hygiene factors leads to a long-run average or normal effort. They can lead to dissatisfaction and below average effort if they are neglected or take a turn for the worse. But excellent working conditions, good interpersonal relations, adequate salary, competent supervision and clear policies are not enough to induce the extra effort required to tap latent human capability. The motivators should be brought into play in order to get beyond average effort.

However, the problem here is the difficulty involved in measuring a need that has been gratified or in expressing the relative strengths of needs that are in operation, not to mention the order in which they occur and are gratified.

It is this theoretical framework that would be used in analyzing the motivation-performance connection among the workers of the ABUTH Zaria.

The hypothesis to be tested include the following;

1. Challenging work does not constitute the primary source of motivation among health personnel.

2. Appreciation and professional recognition do not lead to higher levels of performance.
3. Salary is not a major incentive for performance among health personnel.
4. Working conditions (i.e. physical conditions of work viz - facilities) play a minor role in worker satisfaction hence performance.

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CHAPTER THREE

HISTORICAL BACKGROUND

3.1 Introduction

The Alma-Ata declaration of "Health for all by the year 2000 between 1978 - 1987 was welcomed by a variety of responses from Governments and Health agencies world-wide. In Nigeria this period witnessed a multiplication of colleges of Medicine. Increasing from a remarkable number of ten it finally arrived at a phenomenal figure of twenty. Before this the teaching hospitals had frequently come under attack from members of the public who felt that the services they provided were not only inadequate and insufficient but inaccessible to the majority of people. Some people also felt that the coverage was narrowing instead of widening and were vitriolic in their condemnation of government hospitals as mere consulting clinics.

Furthermore members of the Nigerian Medical Association not only challenged the policies of the hospitals but demonstrated their anger and disapproval by mounting strike actions intermittently between 1980 and 1983.

Small wonder then, that in 1983 when the Military seized power, they made poor management of health services a justification of what they did.

3.2 Brief History of ABU Teaching Hospital

The Ahmadu Bello University Teaching Hospitals (Institute of Health) was established in 1967 in accordance with statutes 15 of the University law (Amendment Act, schedule 16) by the then Interim Common Services Agency (ICSA) of the former Northern Nigerian Government to provide facilities for the training of doctors and other professionals allied to Medicine in the then Northern region and the whole country at large. Following the dissolution of the Northern Nigerian Government in April 1968 and the establishment of six Northern States, the Institute formally came into being with the following constituent institutions:

i. ABU Teaching Hospital Zaria plus TB Annexe.
ii. ABU Teaching Hospital Kaduna (Old and New).
iii. ABU Teaching Hospital Malumfashi.
iv. Orthopaedic Hospital "Dala" Kano.
v. A number of Urban and rural dispensaries in Zaria and Kaduna.
vi. Medical Auxiliary Training School, Kaduna.
vii. School of Nursing, Zaria.
viii. School of Midwifery, Kaduna.
ix. School of Hygiene, Kaduna.

Between 1968 and 1975, the hospital complex was administered by a Board of Governors with representatives

from the six Northern States and the Ahmadu Bello University Vice-Chancellor served as Chairman.The Director of the hospital complex served as the Chief Administrative and Academic Head. The staff who were then seconded from ICSA become staff of the University. As at that time, ABUTH was the only Teaching Hospital in the country that was being administered by a medical Director. Professor Umaru Shehu was the first Nigerian Director of ABUTH's (1966 - 1976).

Following the 1976 Federal Government taking over of all Teaching Hospitals in the country, the control of ABUTH's passed from ABU to the Federal Ministry of Health. An autonomous Board of Management was set up in 1977 and the Ministry started subventions to the hospitals. The staff were formally transferred from the University to the Board of Management, ABUTH's in the same year.

The period 1976 to 1985 saw a gradual disengagement from the university with accompanying handing over of some facilities to State Governments, Nursing Homes in Kaduna, Orthopaedic Hospital in Dala, Kano (1980), School of Hygiene Kano (1984) and Dispensaries in Samaru, Zaria and Kaduna.

With the promulgation of the Teaching Hospitals Decree № 90 of 1st January 1985, ABUTH's became legally and operationally separated from ABU. This notwithstanding, close association and harmonious working relationship

continue to exist with the University and State (Kaduna and Katsina), hosting the hospital complex.

The ABU Teaching Hospitals are spread out between Kaduna in Kaduna state and Malumfashi in Katsina State, the Administrative headquarters is located at the Main Campus of ABU in Samaru, Zaria. Tertiary Health Care Services are offered at ABUTH Zaria (475 beds) and ABUTH Malumfashi (130 beds). In addition to general outpatient services all the three unit hospitals offer in-patient care services and 24-hour accident and emergency services. Consultative/Specialist Clinics are also run in these Units. Primary Health Care services are delivered at Urban comprehensive Health Centre Sabon-Gari, Zaria; Rural comprehensive Health Centre Yakawada, Igabi Local Government Area and Health Centre, Ruwan Sanyi, Malumfashi local Government Area.

A new 540-bed Teaching Hospital is under construction at Shika near Samaru, Zaria which is expected to be completed and commissioned soon. ABUTH's has since been designated a Centre of Excellence in Radio therapy and oncology.

3.3 Functions And Objectives

The Institute of Health, created under the ABU (Amendment) law of 1967, has made tremendous contributions through its constituent units toward research into local

diseases and ailments with a view to fashioning out the means for consulting and eradication them. Priority has been to both rural and urban health problems. But the greatest contribution of the Medical complex has been in the provision of health and medical services in various parts of Kaduna and Kano States. In pursuit of the objectives it was set up to attain, the medical complex has provided courses of instruction in Medical and health disciplines, provided hospital and clinical teaching facilities for training and made clinical material available for teaching and research. In addition it has provided medical and health services to the general population through the following avenues: the old Hospital, the New Hospital, the Nursing Home, the School of Nursing, the Infectious Diseases Hospital, and two Dispensaries, all in Kaduna; the General Hospital and Infectious Diseases Hospital and two Dispensaries in Zaria, the Orthopaedic Hospital and some Health Centres in Malumfashi.

ABUTH's has over the years provided the major part of the Medical and Health Services in Zaria, Kaduna and Malumfashi. In Kano contributions are made in Medicine and Psychiatry, Obstetrics and gynaecology, paediatrics, microbiology and pathology anaesthesia, surgery radiography, community medicine, pharmacy, nursing services, medical - social services, records and limb fitting.

Apart from providing facilities for the training of medical students of ABU, ABUTH's also offer training in the following schools;

a) School of Nursing, ABUTH Zaria.

b) School of Midwifery and Post - Basic Nursing Programmes, ABUTH Kaduna.

c) School of Medical Laboratory Technology, ABUTH, Zaria and Kaduna.

d) School of Medical Records, ABUTH, Kaduna.

e) School of Bio-Medical Engineering, ABUTH, Zaria.

f) Community Health Officers Training Programme, ABUTH, Zaria.

g) Doctors Post-graduate Residency Training ABUTH, Zaria and Kaduna.

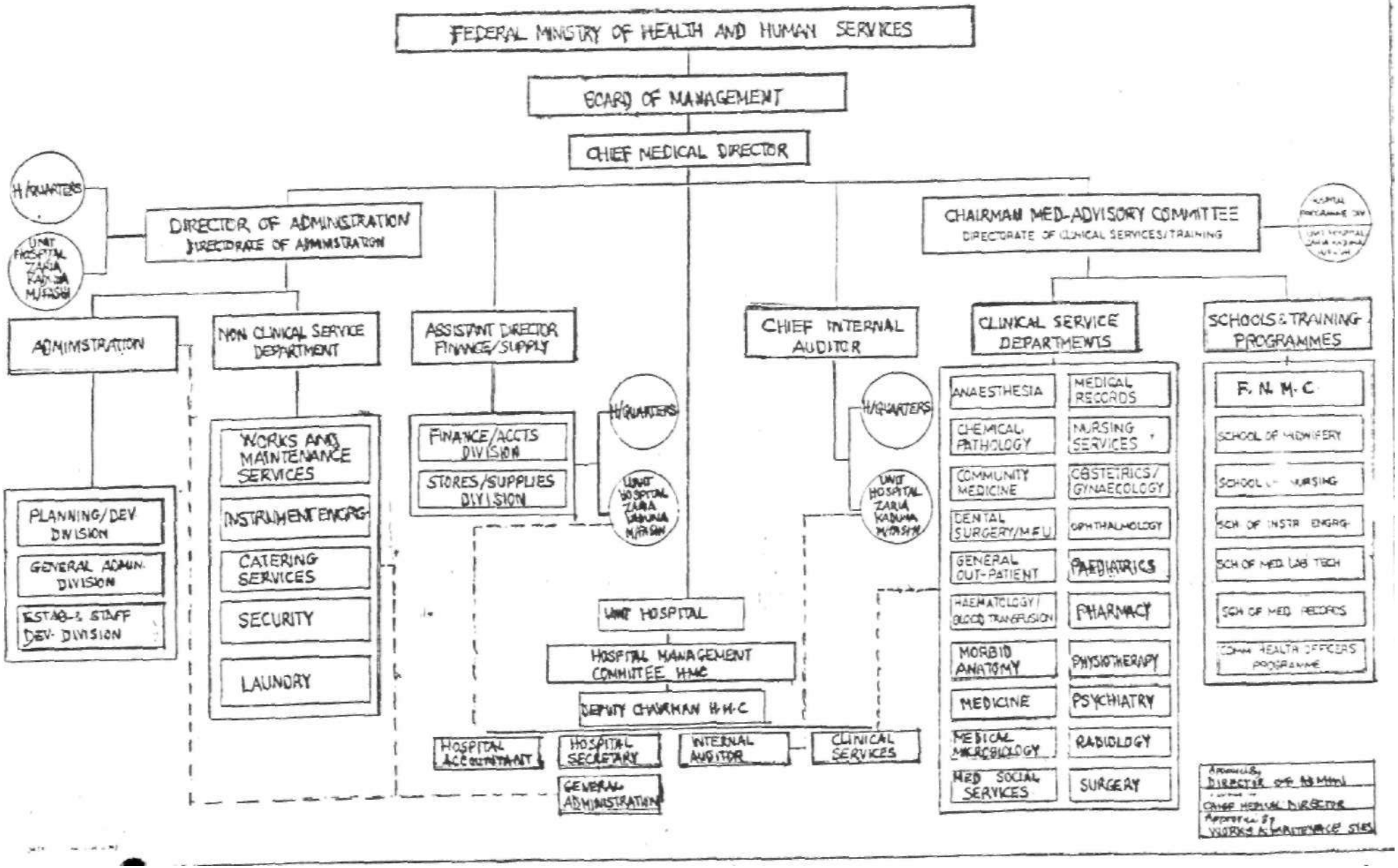
3.4 Organizational Structure of ABUTH.

A detailed presentation of the organizational structure of the teaching hospital is given in figure 3.1.

3.5 Achievements of ABUTH

From statistical returns for the period July 1969 to June 1970 a large yearly increase in the numbers of people treated or attended to in the various Units of the Institute of Health was observed. The Hospitals and Clinics have therefore been made to handle larger numbers of patients than they could effectively cope with. This has

AHMADU BELLO UNIVERSITY TEACHING HOSPITALS'
ORGANIZATIONAL CHART.



placed the staff under constant pressure having to put in longer hours than they should. In addition the staff have also to live up to the challenge whenever an epidemic breaks out in any of the areas where the institute has its Units or Clinics. For example during the cholera outbreak of 1970, the Department of Medicine was responsible for the Clinical Care of patients in Zaria, and produced in its laboratories half the intra-venous fluids used. The Department of Community Medicine gave over 2,000 vaccinations in Zaria alone.

Another effort of the Institute can be seen in the work of the sexually transmitted diseases Unit of the Department of Medicine. This Unit runs a daily Clinic at the ABU Teaching Hospital, Zaria where it attends to large numbers of victims of various types of such diseases. This Unit was in the forefront of the campaign against Aids and Herpes, two years before the Federal Military Government took up the campaign against Aids. Success in the campaign could be seen in the large number of people who developed keen interest in the symposia and public lectures organized by the STD Unit.

Though the institute was responsible for the medical Institutions that have been listed, the faculty of medicine provided the senior staff for running most of the hospital services as well as for instructions. Furthermore, Medical students made significant contributions to the staffing

potential of the hospitals as they were encouraged to participate fully as possible in the routine work of the hospitals as well as with emergencies and acutely ill patients, during their three clinical years.

The services of the Institute has since expanded for example, the opening of ante natal, gynaecological and child-health services in Malumfashi, starting a Medical and social services Department to help patients cope with both medical and social problems when they returned to the community. This Department also set up the Kudin Taimokon Majinyata (later known as Kungiyar Taimakon Majinyata or KTM) to raise funds with which to help needy patients with transport fares, food, accommodation for out of Zaria patients, as well as aiding 80 - 90 patients a week with counselling and/or financial assistance. It also provided rehabilitation training courses for vesico-vaginal fistulae (VVF) and disabled patients.

The Pharmaceutical section of the Institute for its part started producing tablets (aspirin, chloroquine, phthalysupharazole, phenobarb and sulphamidine). The obstetrics and Gynaecology Department also saw a vast increase in demand for its services particularly for V.V.F. repairs, while ante-natal Clinics averaged an attendance of more than 400 per session.

Other Units and departments include; the Ophthalmology Unit - which opened an eye clinic in Malumfashi treating

600 patients in Malumfashi in the first six months alone, as well as 6,000 at the Zaria eye Clinic and 65,000 in Kaduna in the same year; the Paediatrics Department which started an emergency Paediatrics Unit, the physiotherapy Unit; the community medicine Department which runs the T. B. Clinic in Kaduna and the Dental Clinic in Zaria while at the same time carrying out leprosy surveys. Identifying and treating leprosy patients; chemical pathology Unit; Haematology section as well as the Radiology Department.

Alongside these departments the Nursing School ran family planning clinics in Zaria, health education classes and instituted home visits for discharged patients still requiring care.

3.6 Problems And Prospects

Twenty years later, the rapid growth and extension of the various medical Units of the ABUTH has led to higher demands on nursing, Clinical Medicine, surgical, anaesthetic, obstetric and gynaecological staff making their workload heavier. Since the early 80s, the scarcity of resources, a heavier workload, inadequate facilities and insufficient staff have created the Institutes problems leading to overcrowding and a lowering of the standard of care.

Despite subventions from the Federal Ministry of Health since 1982 and assistance from the Kaduna State

Government for the upkeep and development of buildings, equipment and materials the Institute continues to face an uphill task in fulfilling its obligations. It is therefore not surprising that the Director in his 1983/85 report held that it is amazing how "under such depressing circumstances ..... the health care services or training of medical and paramedical students have not totally collapsed".

Cutbacks have been introduced as measures for arresting deterioration of conditions. For example the Samaru Clinic including home visiting, evening Clinics, the mobile Unit and the leprosy Clinic was closed in 31978/80 while in the remaining clinics drugs cannot be prescribed for lack of supply. Investigations by the pathology Department cannot be carried out because the necessary chemicals are not available; and the same is true for immunological and microbiological investigations. Also from statistics the number of X-rays taken between 1979 and 1985/86 has decreased by 50%.

Surgeons sometimes have to queue up for the use of the theatre and patients have to supply almost all the materials needed. In 1986/86 the number of operations had fallen to a quarter of their original level.

Although the Federal Government directive for the introduction of fees and charges in all hospitals in the country was not implemented until October 1986 (and even then not for all services), there has been a noticeable

drop in the number of patients able to use these medical services. The Director of the Institute has pointed out that "inspite of our cutbacks from some of our previous responsibilities, and inspite or our numerous cost-control measures, our present level of subvention if far too insufficient even to pay staff salaries".

However as the researcher found out, Health Care delivery in ABUTH is anything but in good shape. Persistent low funding by the Kaduna State Government and the increasing operational costs occasioned by the escalating hyper-inflation, rising cost of petroleum products and the unacceptable high foreign exchange rate are some of the reasons. Other more important factors include frequent industrial unrest among health personnel and the high cost of medical manpower. This has led to a high turnover rate to private hospitals leaving the Teaching Hospitals in a state of "coma".

This research with due knowledge of the financial and material handicap as well as limited resources of the ABU teaching hospital focuses on the health personnel who are the prime coordinators of all other resources, and as such indispensable in providing health care services. This is because workers can be made to give off their very best despite all odds to maintain an acceptable level of performance in the standard of health service delivery.

3.7 Implications

The most primary and pressing aspect of the health challenge as it is known, concerns the treatment of patients. This is where the most significant victories are won, on the complementary levels of treatment and research, and through the collaborative efforts of practitioners and researchers. But this victory appears illusory and absurd when applied to our teaching hospitals especially when we consider the following story: Professor Adebayo Adedeji; most recently executive secretary of the United Nations (UN) Economic Commission for Africa once told a story of how, on a visit to the King Faud Hospital in Riyadh, he almost thought he was in the University College Hospital Ibadan, in its glorious days. For the place was teeming with some of the best and the brightest doctors and medical workers who ever carried a Nigerian Passport.[2]

Because economic problems made living a nightmare, thousands of skilled Nigerians traded away self-respect by travelling abroad to pick up jobs far beneath their dignity. What started as a trickle in 1983 when some Nigerian doctors left for Saudi Arabia and Europe in search of petro-dollars and professional fulfilment had assumed a frightening momentum in 1985 that virtually all specialist doctors in most teaching hospitals had joined the exodus.[3] With the decline of the naira, earning hard currency was it. Hence labour turnover occasioned by the hardships being

faced by teaching hospitals led to a depletion of vital human resources.

Considering the hippocratic oath, the prevailing situation at the ABU teaching hospitals make it seem ridiculous and at once a mockery of the spectre of achieving the golden target of health for all by the year 2,000. This has eventually resulted to a low turnout of patients who disillusioned with its services do not bother to come at all or seek alternative treatment elsewhere, sometimes from dubious, medical sources. Meanwhile those who come for treatment cannot be adequately treated either because the workers are on strike or essential materials are not available.

The consequence of this cannot be underestimated because it can only invariably lead to higher mortality rates. Combatting the lethargic state into which the teaching hospitals have fallen can be achieved to a large extent through prior and adequate motivation of the workers. This of course, while producing qualitative performance will at the same time dampen industrial unrest and labour turnover, which usually has far reaching effects both for the hospital administration and staff as well as the patients and the nation as a whole.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The key variables in motivating personnel are effort, performance, and satisfaction. However, this process is affected by many other variables such opportunity, ability, rewards, etc. Researchers and writers have provided different explanations for what causes behaviour and how effort and performance are linked but the most important thing for us to know is the practical implication of these motivational theories. Because motivation is personal and internal, the most that can be done is create conditions under which people are motivated to behave in certain ways; the ultimate concern being good work performance. Thus the central question. How is motivation of health personnel related to good performance in the ABUTH's and how can this be achieved?

4.2.1 *Location Of Study*

The study as its title suggests was carried out at the Institute of Health, Ahmadu Bello University Teaching Hospital (ABUTH) Zaria. The institute employs about 3,000 personnel in its entirety but only about 1,000 actually work at the teaching hospital in Zaria.

Located at Tudun-Wada in Zaria, it was first of all of easy access at all times to the researcher who gained a lot of insight and valuable information through firsthand observation of the daily routine and chores of the teaching hospital. At other times the researcher availed herself of the teaching hospital's facilities as a patient thereby getting to know more about staff attitudes, staff interaction with patients and each other, problems faced by patients as regards attention, procedures, diagnosis and available equipment. This study is of particular importance because as the old and proven adage goes "health is wealth". A nation cannot be strong if its people are weak or dying off in their numbers especially of diseases which modern medicine and technology can easily cure or prevent. Of course this can be done but there must be people: people trained and willing to work, dedicated and committed to saving lives. Having the latest technology, the best materials or tools is not enough unless there are human resources to man them. And most important of all, these human resources who are the coordinators must be made to work.

How can human resources be made more efficient and effective in ABUTH? How can the present coma into which the teaching hospital is incessantly falling through strikes and other industrial actions by various categories of staff and at different times be remedied? These questions are a

global summary of what the study seeks to unravel.

4.2.2 Data Collection

The main sources of data for this study include: Primary data and secondary data, observation and interviews.

Primary data was acquired through the use of questionnaires administered to 8% of the overall population in the teaching hospital, Zaria which is about 1000 people. This was then analyzed to get the resultant facts and figures.

Secondary data was collected through publications, journals, books, and periodicals. Further information on the organizational set up was got from the Planning and Development Division of the Institute of Health, ABUTH.

Interviews carried out during the research were mainly unstructured and included both senior and junior personnel in either administrative and, or non-administrative capacities.

Observation was done randomly at the researcher's discretion.

4.2.3 Sample Size

A sample size was necessary because of reduced cost, while at the same time enabling the work to be carried out with greater speed. Also due to the largeness of the

population less mistakes would be made.

Backstrom and Cesar[2] (1981), Nachmias and Nachmias[3] (1981) held that a sample size of about 5% of a population over one thousand is good enough for making inference on the entire population. In the teaching hospital there are over a thousand workers and 80 questionnaires were administered. It is on this basis that generalizations applicable to the whole population was reached.

4.2.4 Sampling Procedure

The procedure used for sampling the population for the questionnaire is the stratified random sampling method. In this case a representative sample was selected from each unit of the total population. A list of all the various departments and divisions constituting the teaching hospital Zaria was drawn up. Each department was then taken as a unit from which a representative random sample was obtained. Simple random sampling was then used in each strata or department.

The most important reason that accounts for this method is the heterogenous nature of the population. This will therefore avoid an undue proportion of one type of unit appearing in the sample. Moreover cases selected in this way will have a higher tendency of their sample characteristics being similar in important respects to the characteristics of the total population.

Questionnaires were administered by the researcher and the respondents given a maximum of three days to respond.

4.3 Research findings and Analysis

Beary (1990)[4] states that:

> "For at least 60 years we have known that people will perform better and enjoy their work more, under psychologically motivating conditions. Since that time many more researchers and practitioners have proved it possible to create a win/win work environment in which people prosper along with their organization, with a balance between concern for people and concern for the task".

The above citation summarizes the intention of the data analysis to prove that challenging work, salary, appreciation, professional recognition and development plus harmonious working conditions and environment, interact and invariably lead to higher levels of performance although with different degrees of emphasis according to need. (This need may either be a social-political or economic need). Four main categories of personnel were used for analysis viz: Doctors, Nurses, Senior and Junior Staff. It should be noted that both senior staff are inclusive of both

administrative and non administrative staff.

The following hypothesis were therefore examined.

4.3.1 Does Challenging Work Constitute the Primary Source of Motivation Among Health Personnel?

In 1990 Koncel reported: Challenging work is the most important motivating factor among today's workers, according to a recent survey or members belonging to the American Productivity and Quality Centre. Pay tied to performance was ranked fourth by this group in determining what factors motivate employees. Results obtained from the research questionnaire on this issue at ABUTH are shown in Table 4.1

Table 4.1 Does Challenging Work Constitute the primary source of Motivation Among Health Workers?

Respondents	Sample size	Responses		Percentages		Unanswered
		Yes	No	Yes	No	
Doctors	15	14	1	93	7	
Nurses	24	20	4	83	17	
Senior Administrative staff	11	11	0	100	0	
Junior Administrative staff	30	19	11	63	37	
Total	80	64	16	-	-	

Source: Research findings.

Results obtained are in similitude with Herzberg's (1968) belief that the only way to motivate employees is to

give them challenging work in which they can assume responsibility. It was realized that most health personnel would want to make a significant positive difference in their jobs and to be always where the action is. They want to feel they are doing a good job and want recognition for it. They would want to join with others in a community of purpose, to enjoy their work and not be consumed with what appears to be pointless.

On the other hand when respondents were asked to indicate the level of challenge provided by their jobs, using Likert's scale, the results were quite astonishing. In as much as 80% of the workers agreed that a challenging job makes them work better and certainly improves performance, just a little over 10% agree that their jobs were actually challenging. Even so, fewer people were satisfied with the degree of challenge their jobs offered. People with this later view were mainly those in top management level either as senior administrative staff or medical practitioners.

Contrarily about 63% of junior workers accepted that their jobs were actually challenging. But it was noticed that for junior workers with little or no specialized skills, the idea of challenging work did not actually occur as an important job facet. To them it was more a job to earn a living from the salary they received. Unlike the senior staff who expressed desire for esteem and self-

actualization needs (i.e. motivators), the junior staff were mainly attached to safety and security needs as well as physiological needs (i.e. dissatisfiers). Of utmost importance to those who found that a challenging job is necessary or that their jobs were challenging, were questions of the meaningfulness of the job representing as it does factors of the work itself: achievement, growth responsibility and recognition. This of course created more enthusiasm for work. Consequently, work performance is improved.

However, a challenging job might also prove to be more of a dissatisfier in others than a satisfier. This is because some workers though deriving a great deal of satisfaction from the use of their skills on the job for example, may decide to take a different job, in order to obtain greater financial security instead.

Nevertheless there is a general consensus about the meaningfulness of a challenging job even in the face of harsh economic realities which is forcing people to re-arrange their priorities. This enables us to ask the question whether salary as a motivator is of prime importance to health personnel than a challenging job.

4.3.2 Is salary a major incentive for performance among Health Personnel?

As earlier mentioned, a man may derive a great deal of

satisfaction from the use of his skills on the job, but his decision to take a different one may be influenced by other motives which have greater strength. He might decide to take a different less appealing job in order to obtain greater financial security. Therefore despite the fact that most workers indicated general satisfaction with their jobs, the issue of salary presented as quite a determinant motivational factor for all the four categories concerned, see Table 4.2.

Table 4.2 Is salary a major incentive for performance among health personnel?

Respondents	Sample size	Response		Percentage		Unanswered.
		Yes	No	Yes	No	
Doctors	15	11	4	73	27	-
Nurses	24	23	1	96	4	-
Senior Administrative staff	11	9	2	82	18	-
Junior Administrative staff	30	29	1	97	3	-
Total		72	8			

Source: Research Finding.

Virtually 90% (72) of the respondents agreed with no holds barred that an attractive salary or an increase in their salary package will make them work more and better. Another 95% (76) were not satisfied with their salaries and

felt that they were being underpaid, while others held that the inflationary economic situation has made nonsense of their salaries. Interestingly though a large percentage of the workers especially doctors and senior administrative staff state that salary is not the only reason why they are working in this Institution. Other social and personal factors are considered because they agree that even if ABUTH is unable to pay its workers they will still continue to work. Yet almost all of them would leave if they received higher pay elsewhere and only because of economic consideration, contradictory though this may seem. Reasons they advanced for remaining in ABUTH's include the following;

- ABUTH is a Federal Institution and despite its shortcomings, would eventually pay its workers (job security).

- ABUTH is an Academic environment and so will increase their learning which is something they enjoy. And moreover it provides excellent opportunity for career development (self-actualization).

- Some medical personnel have private practices and so were not unduly bothered if their salaries were delayed or inadequate and would not be lured elsewhere for higher pay because of this. (Ego and Esteem

needs).

- If higher pay comes with better conditions of service then it can be considered. Not left out is the nature of the environment, whether it is hostile or not. (Social, safety and security needs).

- Some workers felt committed after working with the institution for a very long time usually above ten years (Social needs).

- Others particularly senior personnel expressed job satisfaction because of their status and what they have achieved. (Ego Esteem, and self-actualization needs).
- Personal reasons included the fact that workers have their families and extended relations in Zaria and would not want to move. (Social needs).

These reasons advanced seem to indicate a certain level of job satisfaction but one wonders again why the worker always go on strike each time salaries are not paid, or why there is always a clamour for parity and salary increases, incidents which have helped a long way to cripple the hospital both materially and intellectually. This apparent satisfaction is again reinforced by the fact

that just a total of 20% mentioned delay in salaries, poor payment and inadequate pay as work incidents that cause them to feel dissatisfied with their job. Furthermore pay was ranked lowest among factors workers would want to achieve most in their jobs. It was realized that motivator factors (i.e. self-actualization needs, Esteem needs and Affiliation needs) ranked higher in the priorities of workers and were greater motivators in most instances that safety, security and physiological needs (hygiene factors).

Looking at the downward trend within the Nigerian economy which worsens the condition of living of an average worker in terms of value of the naira and low level purchasing power, salary has become a major determinant for job satisfaction. This occurrence is not at all surprising. Motivation theory emphasizes that it is peoples perception of a situation that is crucial.

Reality affects perception. This simply means when a worker sees that his input into a job is equivalent to the pay he is receiving his performance will be much better. And it is just as natural to demand salary increments when there is rising inflation.

4.3.3 DO APPRECIATION AND PROFESSIONAL RECOGNITION LEAD TO HIGHER LEVELS OF PERFORMANCE?

"All of us seek useful feedback, information that tell us how we are doing and how we are evaluated. People are

motivated by the opportunity to get results. They enjoy seeing the score and the chance to improve it. They want to know plans so they can adapt. Lack of information is troubling. Yet some managers tend to hoard information and remain stingy with positive feedbacks."[7]

It is important to recognize when workers become less than enthusiastic about their work and performance levels begin to slip especially when all other things are equal. This can be attributed to the fact that recognition and reward systems are out of touch with what the organization is trying to achieve. How management deals with this is very important as it more often than not tends to shape the organization's future. When people are not given proper recognition or appreciation they tend to be dissatisfied and would usually leave the organization. Every person has a sense of individual worth and achievement. Thus ego esteem are just an integral part of human nature which need to be assuaged. Robert MacMara (1967) as reported by Good aptly captures this essence when he says "Brains are like hearts, they go where they are appreciated"[8]. How does this fare with personnel of the teaching hospital?

Results obtained from this questionnaire were a unanimous 'Yes'. This was particularly remarkable because junior workers such as cleaners, ward attendants or porters considered their duties to be of great impact on the

running of the hospital and would certainly want to be appreciated for the roles they play and be recognized for it through simple praise and not to be taken for granted.

Table 4.3 Do Appreciation and Professional Recognition Lead to Higher Levels of Performance?

Respondents	Sample size	Responses		Percentage		Unanswered.
		Yes	No	Yes	No	
Doctors	15	15	-	100		
Nurses	24	24	-	100		
Senior Administrative Staff	11	11	-	100		
Junior Administrative Staff	30	30	-	100		
Total	80	80	-			

Source: Research Findings.

Workers on higher echelons desired appreciation and professional recognition which they believe would greatly stimulate their intellectual capacity and would certainly improve their current performance. There was need for appreciation expressed through praise, feedback, enthusiasm and support from top management. They also desired more responsibility and authority manifested through the need to develop new methods and techniques to improve the quality of health care responsibilities and advancement in new positions. Further need was expressed for professional recognition through Association Awards, Certificates, Fellows Programme, Titles, Authorship of papers, setting

joint objectives, personal interaction with upper management, interesting meaningful and challenging research.

However, little satisfaction was shown as regards management's effort to meet these demands, by both doctors and nurses. Meanwhile the junior and senior administrative staff were divided on the issue. Because of the lack of recognition and appreciation a lot of skilled manpower has been lost. It was far from an understatement when the great french general Napoleon Bonaparte on instituting the 'Legion d'honneur' said "men are led by toys". He knew that simple effective praise can be the most effective, cheapest and easiest way to reward his soldiers, and he took advantage of it with great success in their performance. Proper attention to recognition and appreciation can therefore lead to a vibrant high quality, productive organization. As quoting from *In Business* "simple praise can be the most effective, cheapest, easiest way to reward employees yet many managers don't take advantage of it"[9] Management can achieve high performance when employees see their membership of a work group to be 'supportive', that is to say when they experience a sense of personal worth and importance from belonging to it.

4.3.4 Do Working Conditions Play A Major Role In Worker Satisfaction Hence Performance?

It is important to recognize that managers motivate their workers by the work environments they create. This is emphasized by among others Maslow[10] and Herzberg (1968). With reference to figure 3 basic physiological needs are affected by working conditions and salary. Work conditions and salary therefore appear in dual roles as expressions of security needs as well as physiological needs. Respondents reaction to the assessment of working conditions were varied. But it was realized however, that unlike the subjects of salary, appreciation and a challenging job physical working conditions were not taken to be of particular importance in the execution of their jobs although improvements would certainly be welcome. This would go a long way to boost moral and performance. Doctors and nurses admit that favourable working conditions exist to a certain extent. According to them flexible schedules, earned time off, benefits, personalized office, trip to meetings, membership of professional associations and sometimes paid education and job security make working in ABUTH worthwhile. However, this is often hampered by inadequate resources to run projects, lack of equipment, bad administration with delegation but no authority. Junior administrative staff also acknowledge adequate job security which to them makes for good working conditions. Moreover,

they benefit from free health care, sick leave and other vacations.

Table 4.4 Do working conditions play a major role in worker satisfaction hence performance?

Respondents	Sample size	Responses		Percentage		Unanswered.
		Yes	No	Yes	No	
Doctors	15	3	12	20	80	
Nurses	24	6	18	25	75	
Senior Administrative Staff	11	4	7	36	64	
Junior Administrative Staff	30	9	21	30	70	
Total	80	22	58			

Source: Research Findings.

It is generally accepted that a harmonious work environment is essential for effective performance and in this regard it was found out that allegations of tribalism or religious affiliation were of little consequence as far as giving generous recognition for work well done and conversely, criticism when work is done poorly.

Workers complained of a significant lack of enthusiasm and support from the administration which is necessary for their morale. Also considered inadequate were work benefits by all four categories and would certainly demand an improvement on this aspect. Doctors and nurses agreed especially that they were there to save lives and it would

be beneficial for improved working conditions to exist but few of them agreed that they can continue to do their work properly under bad working conditions inspite of he Hippocratic Oath binding their professions. In fact all respondents were positive in their belief that improved working conditions will certainly make them work better. This suggests the important role good working conditions can have on the morale of the employees, thereby boosting their output.

4.4 Strategies For Increasing Motivation In ABUTH

Behavioral scientists have called attention to a number of programmes that motivate workers to improve performance. Two programmes that have been beneficial to some managers are job enrichment and relating pay to job performance. From the data analysis in 4.3 we realized that reward and non-physical working conditions were the two major factors that affected the majority of workers in ABUTH thereby having a direct negative effect on their resultant performance. Hence if work can be made more enjoyable and reward systems adapted to suit prevailing economic trends then the workers will be able to increase their output especially qualitatively. Therefore how can job enrichment and relating pay to performance help solve the managerial crisis being faced at the teaching hospital?

4.4.1 Job Enrichment

Statistics show that many workers are increasingly dissatisfied and frustrated by routine, mechanically paced tasks and are reacting negatively with output restrictions, poor-quality work, absenteeism, high turnover, pressure for higher wages, expanded fringe benefits, and greater participation in decisions that directly affect their jobs. The practical contribution of Herzberg's theory is a motivational technique known as 'job enrichment', supported by many researchers and managers as a solution to the problem of the quality of life at work.

As Herzberg describes it, job enrichment seeks to improve both task efficiency and human satisfaction by means of building into people's jobs, quite specifically greater scope for personal achievement and recognition, more challenging and responsible work, and more opportunity for individual advancement and growth. It is concerned only incidentally with matters such as pay and working condition, organizational structure, communication and training; important and necessary though these may be in their own right. Herzberg views job enrichment as providing the employee with an opportunity to grow psychologically and mature on the job. It should be noted too that job enrichment differs a great deal from job enlargement. The latter only makes a job larger by increasing the number of tasks.

Building on Herzberg's work Hackman and others have identified five core dimensions that, if present, provide enrichment for jobs;

Variety: This allows employees to perform different operations using several procedures and perhaps different equipment research has shown numerous times that a job that is high in variety is often viewed as challenging because they require the use of the full range of an employees skills.

Task Identity: This allows the employees to perform a complete piece of work. Overspecialized jobs tend to create routine job duties that result in a worker performing one part of the entire job. This often results in a sense of loss or of non-accomplishment in doing only a part of a job especially one he feels committed to.

Task significance: The amount of impact that the work being performed has on other people is called task significance. This can be within or outside in the community. The feeling of doing something worthwhile is important to many people.

Autonomy: This refers to the idea that employees have some control over their job duties and work area. Autonomy is an

important dimension because it stimulates a sense of responsibility. Management by objectives by Peter Drucker[12] is one way of establishing more autonomy, because it provides employees with an opportunity to set work and personal goals.

Feedback: This refers to information that workers receive on how well they are performing. People in general have a need to know how they are doing. They need this feedback frequently so that the necessary improvements can be made.

The second factor or programme that has proved vital in improving performance by motivating workers is relating pay to performance.

4.4.2 Relating Pay To Performance

The money that employees receive for working is actually a package made up of pay and various fringe benefits such as vacation pay, sick leave, health insurance, scholarship funds retirement benefits and membership in associations or class. People work because at the end of the day they expect to be paid for their efforts. That is they want a reward.

The promise of reward motivates by sparking hope. It becomes a validation of individual worth and in turn satisfies the needs for dignity and meaning. As a result the employees relationship to his workplace is reinforced.

Rewards can be administered through the following methods (it should be noted however that these methods interact and sometimes overlap with each other):

Income Reward, These include salary increase, equity position, promotion, merit salary, cost-of-living salary adjustment, cash award, incentive awards and patent royalties.

Improved Working Conditions Reward, In this case employees can be given flexible schedules, personalized office decorating, adequate resources to run projects and earned time off.

Professional Development Reward, This involves trips to meetings wherever they are holding, membership in professional association and also paid education.

Benefits Reward, These are membership in clubs having a retirement plan and other fringe benefits which include health care, scholarship funds, sick leave, vacation and insurance.

Great precaution must be taken when relating pay-to-performance because if poorly administered, they tend to demotivate.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

Modern economies consist of countless organizations so their efficiency and performance is of critical importance. As a consequence the types of organization, their structures, methods of management used, the relationships with other organizations and so on have been extensively studied and researched. Traditional organizational theory is based on contributions from a number of sources including scientific management, from Taylor, Gilbreth and others. Whilst not completely ignoring the behavioral aspects of organizations, the traditional emphasis was on the structure of organizations, the management of structure and detailed analysis and control of production methods. Early management theory took a somewhat mechanistic view of human motivation assuming that individual goals were consistent with organizational goals, that individuals respond positively to authority and that people were motivated solely by monetary reward. As a result investigations into actual behaviour,its causes and consequences were limited.

The hypotheses tested in this work used Maslow's proposed hierarchy of needs and Herzberg's dual factor

theory to evaluate the level of performance and motivation among workers of ABUTH Zaria. The teaching hospital has as its most important objective curative health care. Unfortunately the service they have been rendering to the public has for some time been substandard. It is characterized by frequent industrial strikes, closures and other ills. The researcher felt that these manifestations were to a large extent an indirect result of inadequate and poor motivational techniques. Motivation can be explained as the driving force or commitment people have for doing things. A motive is a need or desire within a person, to achieve some goal or objective. Although the causes of motivation are imperfectly understood, the results of having motivated people in organizations are obvious and highly beneficial. As a consequence the administration has to try to understand the conditions and influences that motivate people so that they can manage, organize activities and create an organizational atmosphere that encourages positive motivational effects.

Understanding human behaviour at best is a complex matter indeed. Even more so applying knowledge of human behaviour thought out and nurtured in another part of the world to other people living in some other part of the globe with vastly different mores, traditions, social, economic and political forces is to say the least a very perplexing issue.[1]

This study applies knowledge of human behaviour in organizations in developing practical techniques for enhancing worker motivations in ABUTH Zaria.

The particular aspects examined include, the level of satisfaction the employees derive from their jobs as regards the following:

- salary,
- the challenge their jobs provide,
- working conditions,
- professional recognition,

and how these items affected their attitude to work. It was discovered that employee job performance in ABUTH depends not only on the ability of the person but also on his motivation. Other observations included the fact that motivation of an employee depends less on the physical working conditions but more on social conditions. That is if his social interaction with colleagues and the environment in which he works are pleasant then the tendency is to do a better job. Furthermore salary plays an important role of incentive motivator. It competes with all the other four factors and contrary to Herzberg is more of a satisfier than a dissatisfier. This of course tallies with Maslow's need hierarchy but it is doubtful that if salary had appeared as a top level need instead, employees would not have demanded it bypassing other lower level needs. To the more educated staff issues of professional

recognition were of major concern and ranked second after salary. Less educated staff were not really bothered at all by this issue but cared more for their salary package at the end of the month plus housing, feeding and how to foot other bills. To a greater extent however the staff all agree that their jobs should be made more challenging in order to avoid boredom routine and bureaucratic bottlenecks.

Bringing home this motivational theories, it was realized that some generally accepted assumptions of Maslow's and Herzberg's theories could not apply in the Nigerian context as it did in Europe and America.

First of all Nigeria is a developing economy with a low per capita income and large scale poverty is evident as a result of the frightening momentum of an inflation that has defied solution. Therefore it is not surprising that the pre-occupation of the vast majority of workers is with their immediate needs - housing, feeding, education, etc. This places pay or salary as a crucial need of workers and for those who are not working earning a salary is seen as a very vital achievement. As far as the social and political climate go, people tend to want to work where they feel most secure. That is in their immediate cultural environment, which they find easy to predict. Fear of hostile environments is usually a deterrent to workers in many ways. Moreover, social and family ties determine to a

large extent where an individual works and how he works.

All these are as a result of the fact that Nigeria has not attained an economic maturity that will bring into play the desire for higher level needs or satisfiers. It is clear from the above discussion that the effectiveness of a motivational programme must take into consideration a lot of prevailing social economic and political conditions in the specific environment.

5.2 CONCLUSIONS

Public organizations are a major instrument for development worldwide, but constraints and problem areas are militating against their growth and development most especially on its level of performance in Nigeria. For any worker to be productive and result-oriented in the discharge of his functions, he needs more than ever before to satisfy his felt needs, in terms of feeding himself and members of his family at an average standard. Bureaucrats have to be educated and oriented to accept changes and innovations that could transform the organization into desirable places of work which will offer satisfaction to the employees and help in achieving organizational goals[2] There is therefore urgent need to pay attention to motivating factors and attitude to work of employees, taking into consideration the fact that individual workers needs and potentials contribute to the smooth running of

any organization. Attention to these factors by management will help to ensure a dynamic, motivated work force rather than a drudging 'work to rule' attitude.

5.3 RECOMMENDATIONS

Whereas earlier theorists like Taylor looked at individual variables in isolation, theorists who see organizations as complex social systems, responsive to a number of interdependent and important variables study the relationship between two or more of them. These ideas share common ground with Herzberg's idea of motivation and job enrichment. This approach fulfils the social and psychological needs of employees as well as the requirements of changing technology. This approach known as the systems approach examines interdependent variables such as people, tasks, technology, organizational structure and how they interact with their environment.[3] The most recent formulation of systems theories tend to be labelled "contingency theories" because they emphasize the need to take specific circumstances or contingencies into account when devising appropriate organizational management systems. The contingency approach adapts earlier approaches to management as part of a 'mix' which could be applied to an organization in a particular set of circumstances. This essentially is a situational approach to management.

As a result the following recommendations were made to

improve employee motivation to work.

1. First of all motivation programmes should be flexible enough to accommodate differences in needs of the health workers and should also take into account changes in employee need priorities over time.
2. Secondly, it is recommended that management develops appropriate proceedings for evaluating employee performance so as to determine where incentives can be effectively applied.
3. Thirdly, it is important that incentive programmes put in place should be contingent upon superior performance.
4. Bureaucrats have to be educated and oriented to accept changes and innovation that could transform the organisation into desirable places of work.

The research so far has indicated that there is no one best way of motivating individuals in the organization to meet its objectives. The best way is dependent (contingent) upon prevailing conditions. This is particularly evident in an African context where a lot of socioeconomic and political tendencies or forces have to be taken into account.[4] The evidence seems to suggest that the variables are so volatile that only a "contingency" approach can prove practicable. This suggests that organizations can

only be made viable when steps are taken to adapt them to a particular set of prevailing conditions. Naturally, this approach is quite daunting when put into practice because of the need to be eternally adaptive. Nevertheless it offers the best prospect of achieving the optimum in motivational performance among the staff.

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APPENDIX

DEPARTMENT OF PUBLIC ADMINISTRATION
INSTITUTE OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA.

DATE .....

Dear Respondent,

I am a postgraduate student of the Department of Public Administration conducting a research on Motivation and Performance in your institution.

I sincerely hope that in filling out this questionnaire you would be contributing both the success of this research and consequently the success of this institution.

Your very honest and candid answers would be highly appreciated and treated with the greatest confidence and anonymity.

I hope to collect the completed questionnaires in 3 days time.

Thanks for your cooperation.

Yours sincerely,

Monikang, Victorine

QUESTIONNAIRE

RE: MOTIVATION AND PERFORMANCE AMONG HEALTH PERSONNEL OF THE INSTITUTE OF HEALTH, AHMADU BELLO UNIVERSITY TEACHING HOSPITAL, ZARIA.

SECTION ONE:

(BIO DATA: Please endeavour to answer all questions).

1. What is your present job at ABUTH? (Title of designation)._____

2. What is your present qualification? _____

3. Are you single or married/male or female? (indicate both) _____

4. How many dependants do you have? _____

5. What is your approximate salary per annum? _____

6. Please how old are you? (Tick appropriate bracket).

   1. (20 - 25 yrs) 2. (25 - 30 yrs)
   3. (30 - 35 yrs) 4. (35 - 40 yrs)
   5. (40 - 45 yrs) 6. (45 - 50 yrs)
   7. (50 - 60 yrs) 8. (60 and above)

SECTION TWO

7. How long have been working at the ABUTH?

_____ months/years

8. How long have you worked in your present position?

_____ months/years

9. Why did you choose to work as a: Doctor/Nurse Technical Staff/Administrative Staff/indicate others.

_____

_____

10. What does your job entail? _____

11. a) Are you satisfied with the salary you receive?

_____

b) If positive state why _____

c) If negative state why _____

12. a) Does salary constitute the only reason why you are working in this institution? _____

b) If not state other reasons _____

13. If ABUTH us unable to pay its workers would you still continue to work _____

b) State reasons _____

14. a) If you receive higher pay elsewhere would you leave _____

b) State reasons. _____

15. What work incidents cause you to feel upset or dissatisfied with your job? _____

SECTION THREE

(Tick the appropriate answer(s))

16. How do you feel about your present job?

1. ..... 2. .....

Not satisfied Slightly satisfied

3. ..... 4. .....

Satisfied Very satisfied

5. .....

extremely satisfied

18. Please rank your feeling about the following as regards you job. (Begin with 1 as the lowest to 5 as the highest)

a) Job security ( )

b) Salary ( )

c) working condition ( )

d) opportunity of advancement ( )

e) the institution's policies and method of administration ( )

f) interpersonal relations ( )

g) team work ( )

19. How do you rate your job most of the time?

1. ..... 2. .....

Boring Routine

3. ..... 4. .....

High pressure job Satisfying

5. .....

Fascinating

20. Do you think your work has any impact in achieving the teaching hospital's objectives?

1. ..... 2. ..... 3. .....

No impact Very little impact Little impact

4. ..... 5. .....

Much impact Great impact

21. Are you given opportunities to take decisions on your own?

1..... None

2.....Very little opportunity

3.....Little opportunity

4..... Much opportunity

5.....A great deal of opportunity

22. Are the people you work with friendly?

1.....Most unfriendly

2.....Unfriendly

3.....Friendly

4.....Very friendly

5.....Most friendly

23. How does the way you are treated by those who supervise you influence your overall attitude toward your job?

1.....Unfavourable

2.....Slightly favourable

3.....Favourable influence

4.....Very favourable influence

5.....Most favourable influence

24. What would you want to achieve most in your job? (Rank in order of preference beginning with 1 as the lowest)

a.....Pay

b.....Advancement

c.....Responsibility

d.....Security

e.....Status

f.....Recognition

25. What level would you like to attain in your job? (State or indicate) .....

26. What do you think management ought to do to improve upon your current performance?

a.....Salary incentive

b.....More participation in decision making

c.....Opportunity for advancement

d.....Less supervision

e.....Professional recognition

f.....More responsibility and authority

g.....Improved working conditions

h.....Benefits

i.....Professional development

27. Indicate below the level of pride you have in the tasks you perform.

1.....None

2.....Very little

3.....Little

4.....Much

5.....Great

28. Indicate below the level of challenge provided by yur task.

1.....No challenge

2.....Very little challenge

3.....Little challenge

4.....Much challenge

5.....Great challenge.

29. Do you think your job provides you with the opportunity to fulfil your career ambition?

1.....No opportunity

2.....Very little opportunity

3.....Little opportunity

4.....Much opportunity

5.....Great opportunity

30. Are you satisfied with management/administration's efforts to make your job more satisfying?

1.....Most dissatisfied

2.....Very dissatisfied

3.....Dissatisfied

4.....Satisfied

5.....Very satisfied.

6.....Most satisfied.

31. Is the job security provided by the administration adequate?

1.....Not at all

2.....Not very adequate

3.....adequate

4.....Much adequate

5.....Very adequate

32. How much supervision do you get in your job?

1.....None

2.....Very little

3.....Little

4.....Much

5.....Very much

33. Which of these primordial factors occur in your work place?

a. Tribalism

b. Political partisanship

c. Religious discrimination

d. Sexual discrimination

34. Are you satisfied with the level of responsibility attached to your job?

1.....Most dissatisfied

2.....Very dissatisfied

3.....Dissatisfied

4.....Satisfied

5.....Very satisfied

35. Have you received any personal development from your work?

1.....None

2.....Very little

3.....Little

4.....Much

5.....A great deal

36. Does your job provide you with the opportunity for growth? (e.g. advancement, more responsibility,..)

1.....None

2.....Very little

3.....Little

4.....Much

5.....A great deal

37. Does the administration/supervisor show interest in your personal welfare?

1.....No interest

2.....Very little interest

3.....Little interest

4.....Much interest

5.....A great deal interest

SECTION FOUR

(ANSWER YES OR NO)

38. Will a challenging job make you work better? .....

39. Will an increase in pay make you work better? .....

40. Will more responsibility and participation make you work better? .....

41. Will improved working conditions increase your performance? .....

THANK YOU VERY MUCH.