



Effect of Staff Motivation on Job Performance: A Study of Igbinedion University Teaching Hospital, Okada, Edo State, Nigeria

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Abstract. This study assesses the effect of staff motivation on job performance at Igbinedion University Teaching Hospital (IUTH) in Okada. with a focus on the healthcare sector, this research investigates the extent to which various motivational factors influence the job performance of employees within the hospital setting. The quantitative survey approach was employed to gather comprehensive insights into the subject matter. quantitative data was collected through a semi-structured questionnaires distributed to hospital staff, including doctors, nurses, administrative personnel, and support staff. The study also utilized the primary and secondary sources of data. the Statistical Package for Social Sciences (SPSS 23.0) programme was used to analyze the quantitative data. the results of the study were presented through a descriptive analysis using frequencies counts and percentages. The findings of this study established that established that employees are very satisfied with the opportunities that their job provided for creativity and problem solving. the result also established that the overall job performance of employees over a period of a year has either been good or outstanding. the study also established that established that employees are either satisfied or very satisfied with the additional responsibilities assigned through job enlargement to them. it was also deduced from the result that job enlargement has improved employees job satisfaction in the study area. the study found that employees of Igbinedion University Teaching Hospital, Okada are either dissatisfied or very dissatisfied with your current level of pay and this has much effect on employees' job performance. The study concludes that there is an intricate relationship between staff motivation and job performance within the context of Igbinedion University teaching hospital (IUTH) in Okada. to this end, the study therefore recommends that there should be a transparent channel for

addressing staff concerns, grievances, and feedback. encourage open dialogue between management and employees to identify and address any issues or challenges affecting motivation and job performance promptly.

Keywords: Absenteeism, Job Enrichment, Management, Motivation, Moonlighting.

1. Introduction

Globally, organizations are constantly seeking methods to enhance their performance and achieve their goals in the present cutthroat business environment. One major factor that is essential to an organization's performance is employee motivation (Yarma, 2018). Employee motivation has long been recognized as the cornerstone of effective management since it significantly improves job performance and overall productivity (Vo et al., 2022). an important element in an organization's success is workplace motivation since it encourages effective performance from its staff. employers rely on the performance of their workforce to meet organizational goals (Gabriel & Bill, 2022). even if they have the ability to work, people who lack the proper incentives do poorly. as a result, employers prefer to deal with those who are motivated to fulfill their commitments rather than those who simply show up for work. organizational psychology's study of work motivation is crucial because it explains the motives that drive people's actions at work. through research on the factors that motivate employees at work, a theoretical framework for comprehending the causes of interpersonal and social situations that enhance people's performance and well-being has been developed. the zeal, commitment, and innovation that employees of a company bring to their work are

known as organizational motivation. finding strategies to inspire employees is still a management problem, regardless of the situation of the economy. any organization, whether public, nonprofit, or for-profit, is constantly thinking of new methods to inspire employees to give their all. while a demotivated employee commonly partakes in pranks, eye services, and moonlighting, among other activities, and to some extent works expressly against the business's aims, a motivated employee would go above and beyond to assure the attainment of the organization's goals. it should thus not come as a surprise that management scientists have been researching motivating strategies throughout time. finding methods to encourage staff continues to be a managerial problem, regardless of the situation of the economy. the majority of firms, organizations, and managers generally confront several difficulties. one of these challenges is management, which is the utilization of resources effectively and efficiently to accomplish corporate goals and objectives. these minor issues may surface in employee-related areas including compensation, hiring, performance management, career development, training, and health and safety benefits, among others.

Motivation, according to Berelson and Staines (2020), is a mental state that directs behaviour toward a goal and encourages action. the study of the factors that influence behaviour is what Funmilayo et al. (2019) define as motivation. the elements that influence a person's decision to act or not to act are sometimes referred to as motivation, by broussard and garrison (2020). as defined by Kaymaza (2018), inspiration is anything that propels a person toward a certain objective. furthermore, according to kaymaza, "motivation" refers to a person's drive, goals, longings, and objectives. the ideas presented above imply that motivation as a whole focuses on the factors or forces that influence how people behave when they are convinced.

Employees are generally viewed by employers as instruments in their hands to help them achieve their profit-making goals; they are considered as necessary evils that can be utilized and dispensed with at will. This is especially true in profit-driven enterprises. The majority do not consider their people to be assets that require safeguards, just like the goods, plant and apparatus, equipment, and money they so highly regard. However, it has been shown over time that a motivated employee is a valuable commodity that requires proper security. Additionally, it is possible to conclude that enhancing the workplace has a positive impact on workers' productivity. This is true since an organization's behaviour directly depends on employee motivation, and motivated employees are

more likely to be highly productive and flourish in their careers. Managers and corporations as a whole still struggle to create such a culture. This issue could arise since a company's output increases as employee elation levels climb. Nwokocha (2016) went on to say that motivation is the power that prompts the action that follows. Furthermore, motivation may be defined as everything that encourages and promotes human behaviour. It is common to represent a job performance metric as a ratio of total output to a single input or total input utilized in a production process, or output per unit of input, often over a certain amount of time (Ezigbo & Court, 2019). Different metrics of manufacturing efficiency are referred to as job performance. In other terms, it may be defined as a company's ability to efficiently transform its variable resource into consumable finished goods and services, as measured by output per personnel. Employee motivation is essential for every company that wants to prosper. This is so because a person's attitude about their work has an impact on how effective and successful they are. In a workplace that encourages employees to put out their best effort to achieve the organization's goals via a number of approaches, employers may motivate their workforce (Patrick, 2015). An enthusiastic worker would go above and beyond to take all practical measures to achieve a company goal which makes it therefore that certain businesses have developed a variety of retention methods. This means that employers should be on the lookout for three warning signs of poor morale, according to Darko-Asumadu et al. (2018). They alleged a hostile work atmosphere, falling standards for the jobs, and decreased productivity. They stated that there is a possibility that the company must be dealing with a demotivated staff if any of those indications are heading downhill. Therefore, employers of labour need to provide their employees' welfare with the proper attention. Demotivated workers may experience a variety of issues, including but not limited to: absenteeism, moonlighting, sabotage, lukewarm attitude and eye service are examples of minor activities that could be considered among them.

1.1 Objectives of the Study

The main objective of this study is to determine how staff motivation affects work output at the Igbinedion University Teaching Hospital in Okada: Other objectives include:

- To ascertain the effect of job enrichment on employees' job performance in Igbinedion University Teaching Hospital, Okada.

- To examine the effect of job enlargement on employees’ job performance in Igbinedion University Teaching Hospital, Okada.
- To determine the effect of pay on employees’ job performance in Igbinedion University Teaching Hospital, Okada.
- To find out the relevance of staff motivation on job performance in Igbinedion University Teaching Hospital, Okada.
- To find out the roles of social workers in staff motivation in Igbinedion University Teaching Hospital, Okada.

- What are the roles of social workers in staff motivation in Igbinedion University Teaching Hospital, Okada?

1.2 Research Questions

The following research questions will help to shed light to this study:

- What is the effect of job enrichment on employees’ job performance in Igbinedion University Teaching Hospital, Okada?
- What is the effect of job enlargement on employees’ job performance in Igbinedion University Teaching Hospital, Okada?
- What is the effect of pay on employees’ job performance in Igbinedion University Teaching Hospital, Okada?
- What is the relevance of staff motivation on job performance in Igbinedion University Teaching Hospital, Okada?

1.3 Methodology

The study adopted a descriptive research approach for this study. The population targeted for this study consists of all the staff of Igbinedion University Teaching Hospital, Okada with a total population of two hundred and eighteen (218) members of staff which comprises of junior and senior cadre. This study adopted the total population as the same number of sample size. Two hundred and eighteen (218), Given the nature of the inquiry, the convenient sampling technique was used. The semi-structured questionnaire was the main method of data collection. A pilot study was conducted to confirm the validity and reliability of the tools. The study utilized questionnaire to elicit information from the respondents. The collected data were analysed with the statistical package for social statistics (SPSS 20.0) Program. frequencies and percentages were used to convey categorical data (such as sex, educational attainment, ethnicity, marital status, etc.), whereas frequency distribution tables, charts, and graphs were used to provide descriptive variables. Informed consent was sought from the participants and all ethical procedure were followed.

2. Results

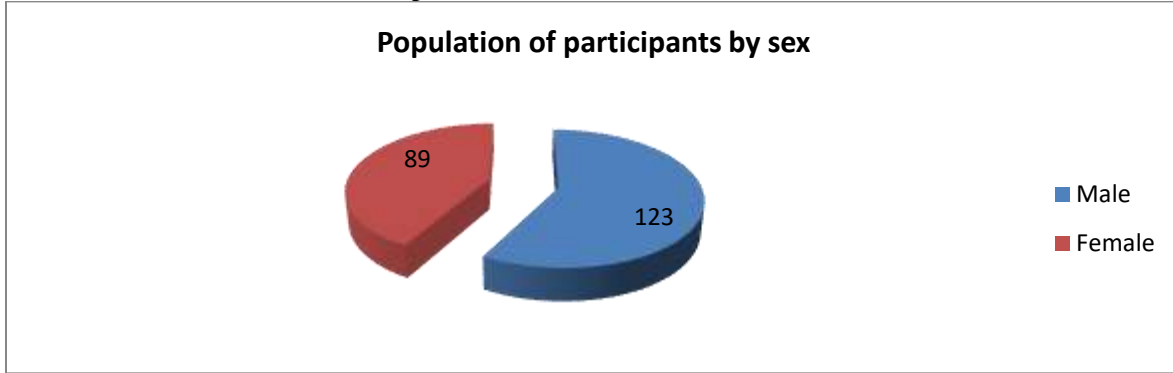
Table 1: Socio-Demographic Characteristics of Participants

| Socio-Demographic Characteristics | Response | Frequency | Percentage |
|-----------------------------------|------------------------------|-----------|------------|
| Sex | Male | 123 | 58 |
| | Female | 89 | 42 |
| Age | 18 – 25 | 24 | 11.3 |
| | 26 – 33 | 56 | 26.4 |
| | 34 – 41 | 29 | 13.7 |
| | 42 – 49 | 72 | 34 |
| | 50 and above | 31 | 14.6 |
| Marital status | Single | 23 | 10.8 |
| | Married | 158 | 74.5 |
| | Separated | 09 | 4.2 |
| | Divorced | 12 | 5.7 |
| | Widow/ widower | 07 | 3.3 |
| | Never married | 03 | 1.4 |
| Religion | Christianity | 169 | 79.7 |
| | Islam | 41 | 19.3 |
| | African traditional religion | 02 | 0.9 |
| | Others | - | - |
| Educational Qualification | WAEC/NECO | 08 | 3.8 |
| | OND/NCE | 23 | 10.8 |
| | HND/Bsc | 164 | 77.4 |
| | Msc/Phd | 12 | 5.7 |
| | Others | 05 | 2.4 |
| Ethnic group | Benin | 69 | 32.5 |

| | | | |
|-------|--------|-----|------|
| | Esan | 32 | 15.1 |
| | Igbo | 09 | 4.2 |
| | Yoruba | 23 | 10.8 |
| | Hausa | 12 | 5.7 |
| | Others | 67 | 31.6 |
| Total | | 212 | 100 |

Source: Field Work, 2024

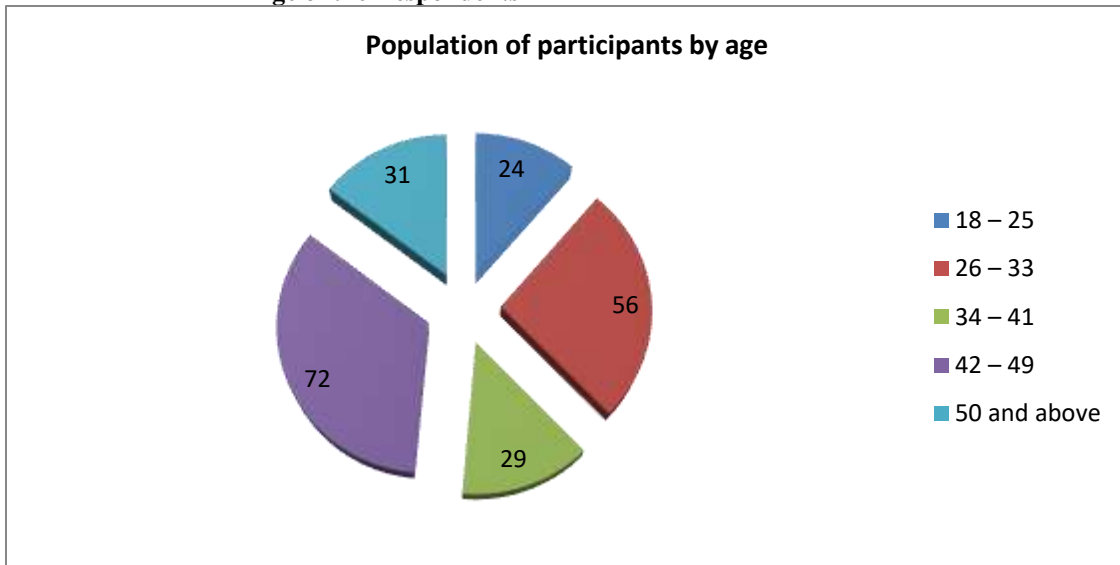
Sex of the Respondents



Source: Field Work, 2024

The above table showed the sex of participants, in which 123 participants representing 58% were male and 89 participants representing 42% were females. the finding therefore shows that there are more males than females that participated in the research study.

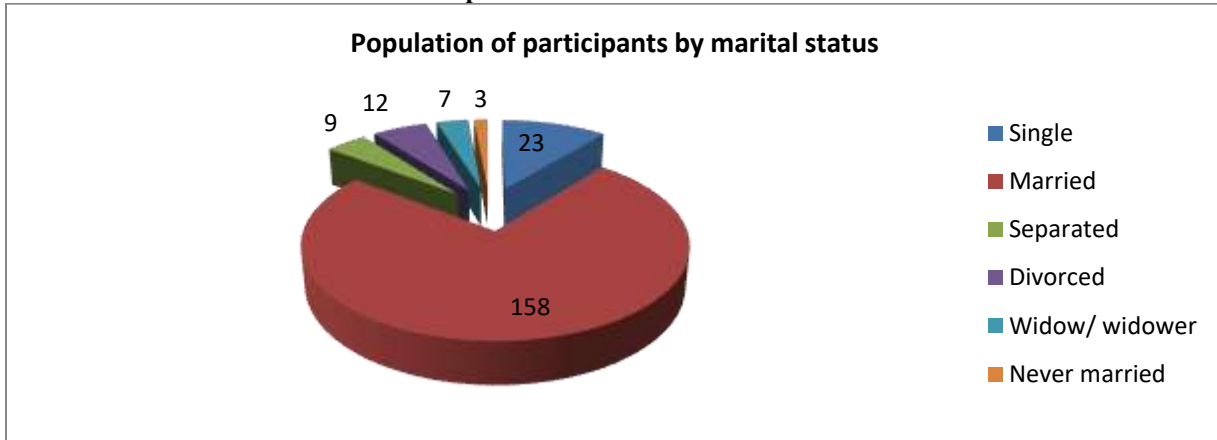
Age of the Respondents



Source: Field work, 2024

The table above showed the age of participants, in which 18 – 25 years were 24 participants representing 11.3%, 26 – 33 years were 56 participants representing 26.4%, 34 – 41 years were 29 participants representing 13.7%, 42 – 49 years were 72 participants representing 34% and those who were 50 years and above were 31 participants representing 14.6%.

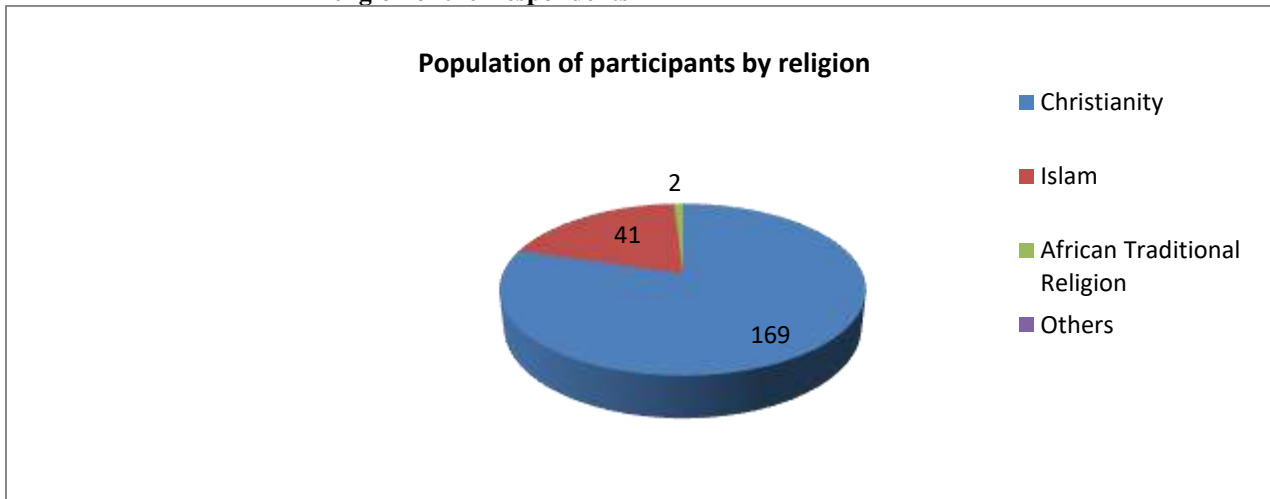
Marital status of the Respondents



Source: Field Work, 2024

The table shows the marital status of participants, in which there were 23 single participants representing 10.8%, 158 married participants representing 74.5%, 09 separated participants representing 4.2%, 12 divorced participants representing 5.7%, 07 widow/widower participants representing 3.3%, and 03 never married participants representing 1.4% respectively.

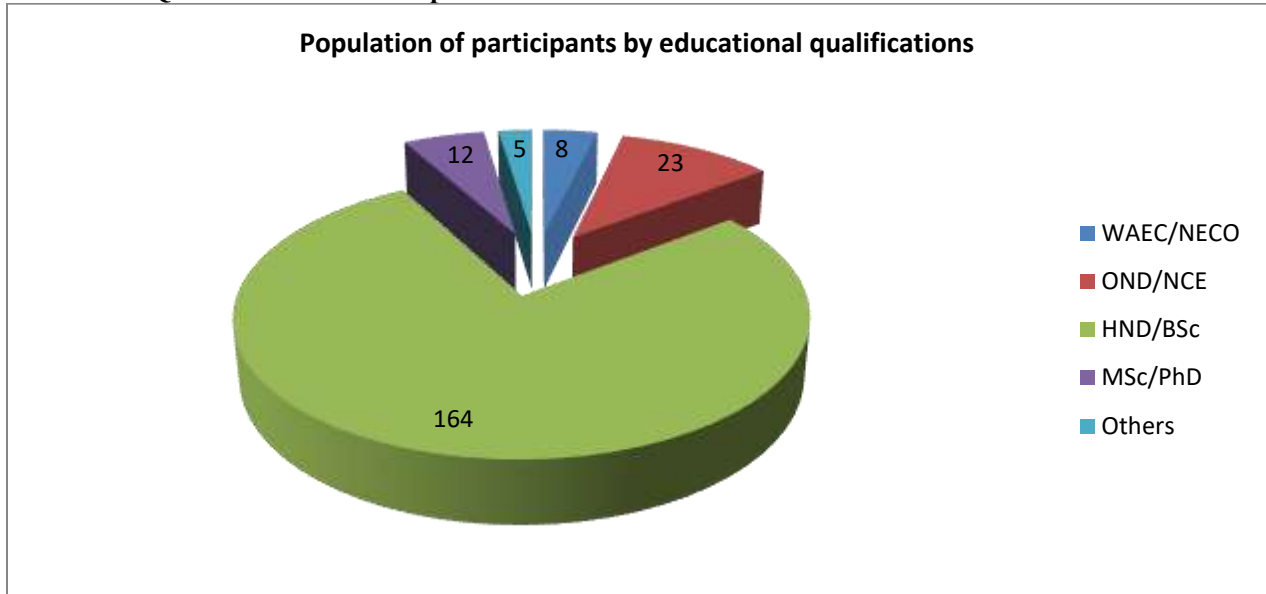
Religion of the Respondents



Source: Field Work, 2024

The table also shows the religion of the participants as 169 participants representing 79.7% were christian, 41 representing 19.3% were Muslim while 02 participants representing 0.9% were of the africa traditional religion (atr) while none of the participants belong to any other form of religion. the above data shows that majority of the participants were predominantly Christians. the result of the above table may not be strange and surprising since the study was carried out in Edo state where Christians are predominant as the main religious group,

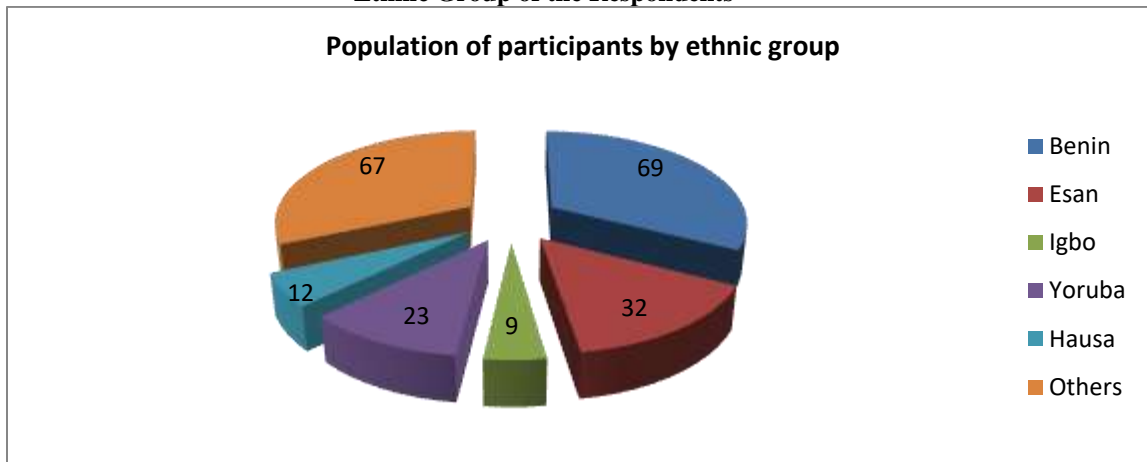
Educational Qualifications of the Respondents



Source: Field Work, 2024

The table shows the result of the educational background of the participants where those with WAEC/NECO were 08 participants that is, 3.8%, those with OND/NCE 23 participants that is 10.8% while those with HND/BSc were 164 participants that is, 77.4%, those with Msc/PhD were 12 participants that is 5.7% and those with other educational qualifications were 05 participants representing 2.4% respectively.

Ethnic Group of the Respondents



Source:

Field Work, 2024

The table also further shows the results of the ethnic group of participants which shows that 69 participants representing 32.5% were those of Benin ethnic group, 32 participants representing 15.1% were those of the Esan ethnic group, 09 participants representing 4.2% were those of the Ibo ethnic group, 23 participants representing 10.8% were those of the Yoruba ethnic group, 12 participant representing 5.7% were Hausa while those from other ethnic groups were 67 participants representing 31.6%. the result therefore shows that majority of the participants were those of the Benin ethnic group. this is due to the fact that the area is predominantly occupied by the Benin ethnic stock.

Research Objective One: To ascertain the effect of job enrichment on employees' job performance in Igbinedion university teaching hospital, Okada

| Statement | Responses | Frequency | Percentage |
|--|-------------------|------------|------------|
| how satisfied are you with the opportunities your job provides for creativity and problem-solving, on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied? | Very dissatisfied | 20 | 9.4 |
| | Dissatisfied | 16 | 7.5 |
| | Neutral | 14 | 6.6 |
| | Satisfied | 78 | 36.8 |
| | Very satisfied | 84 | 39.6 |
| on a scale of 1 to 5, how would you rate your overall job performance in the past year, where 1 is very poor and 5 is outstanding? | Very poor | 06 | 2.8 |
| | Poor | 13 | 6.1 |
| | Fair | 34 | 16.0 |
| | Good | 87 | 41.0 |
| | Outstanding | 72 | 34.0 |
| to what extent do you agree that job enrichment contributes to your motivation at work? | Strongly Disagree | 19 | 9.0 |
| | Disagree | 16 | 7.5 |
| | Neutral | 12 | 5.7 |
| | Agree | 67 | 31.6 |
| | Strongly Agree | 98 | 46.2 |
| do you believe that job enrichment has positively influenced your commitment to Igbinedion University Teaching Hospital? | Definitely not | 11 | 5.2 |
| | Probably not | 16 | 7.5 |
| | Neutral | 10 | 4.7 |
| | Probably yes | 84 | 39.6 |
| | Definitely yes | 91 | 42.9 |
| Total | | 212 | 100 |

Source: Field Work, 2024

The above table show the result of the cross tabulation on the effect of job enrichment on employees’ job performance in Igbinedion university teaching hospital, Okada. the participants were asked four questions in other to find out effect of job enrichment on employees’ job performance in Igbinedion University Teaching Hospital, Okada. first the participants were asked how satisfied they are with the opportunities their job provides for creativity and problem-solving, on a scale of 1 to 5, where 1 was very dissatisfied and 5 was very satisfied. the result of the analysis shows that 20(9.4%) of the respondents responded with very dissatisfied, 16(7.5%) of the respondents responded with dissatisfied, 14(6.6%) of the respondents responded with neutral, 78(36.8%) of the respondents responded with satisfied, 84(39.6%) of the respondents responded with very satisfied. secondly, participants were also asked on a scale of 1 to 5, how they would rate their overall job performance in the past year, where 1 was very poor and 5 was outstanding. the result of the analysis shows that 6(2.8%) of the respondents ticked very poor, 13(6.1%) of the respondents ticked poor, 34(16%) of the respondents ticked fair, 87(41%) of the respondents ticked good and 72(34%) of the respondents ticked outstanding. additionally, participants were also asked the extent they agree that job enrichment contributes to their motivation at work. the result of the analysis shows that 19(9%) of the respondents strongly disagreed to the assertion, 16(7.5%) of the respondents disagreed to the assertion, 12(5.7%) of the respondents were neutral to the assertion, 67(31.6%) of the respondents agreed to the assertion and 98(46.2%) of the respondents strongly agreed to the assertion. lastly, participants were also asked if they believe that job enrichment has positively influenced their commitment to Igbinedion University Teaching Hospital. the result of the analysis shows that 11(5.2%) of the respondents responded with definitely not, 16(7.5%) of the respondents responded with probably not, 10(4.7%) of the respondents responded neutrally, 84(39.6%) of the respondents responded with probably yes and 91(42.9%) of the respondents responded with definitely yes.

Research Objective Two: To examine the effect of job enlargement on employees’ job performance in Igbinedion University Teaching Hospital, Okada

| Statement | Responses | frequency | percentage |
|--|-------------------|-----------|------------|
| how satisfied are you with the additional responsibilities assigned through job enlargement, on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied? | Very dissatisfied | 12 | 5.7 |
| | Dissatisfied | 18 | 8.5 |
| | Neutral | 19 | 9.0 |
| | Satisfied | 78 | 36.8 |
| | Very satisfied | 85 | 40.1 |
| to what extent do you agree that job enlargement has improved your job satisfaction? | Strongly disagree | 10 | 4.7 |
| | Disagree | 21 | 9.9 |

| | | | |
|---|----------------|-----|------|
| | Neutral | 16 | 7.5 |
| | Agree | 84 | 39.6 |
| | strongly agree | 81 | 38.2 |
| do you believe that job enlargement has positively influenced your overall commitment to igbinedion university teaching hospital? | definitely not | 12 | 5.7 |
| | probably not | 18 | 8.5 |
| | Neutral | 17 | 8.0 |
| | probably yes | 89 | 42.0 |
| | definitely yes | 76 | 35.8 |
| Total | | 212 | 100 |

Source: Field Work, 2024

The above table show the result of the cross-tabulation effect of job enlargement on employees’ job performance in Igbinedion University Teaching Hospital, Okada. participants were asked three questions in other to find out the effect of job enlargement on employees’ job performance in Igbinedion University Teaching Hospital, Okada. First, the participants were asked how satisfied they are with the additional responsibilities assigned through job enlargement, on a scale of 1 to 5, where 1 was very dissatisfied and 5 was very satisfied. the result of the analysis shows that 12(5.7%) of the respondents were very dissatisfied in their responses, 18(8.5%) of the respondents were dissatisfied in their responses, 19(9%) of the respondents were neutral in their responses, 78(36.8%) of the respondents were satisfied in their responses and 85(40.1%) of the respondents were very satisfied in their responses. second, participants were also asked the extent they agreed that job enlargement has improved their job satisfaction. the result of the analysis shows that 10(4.7%) of the respondents strongly disagreed to the assertion, 21(9.9%) of the respondents disagreed to the assertion, 16(7.5%) of the respondents were neutral to the assertion, 84(39.6%) of the respondents agreed to the assertion and 81(38.2%) of the respondents strongly agreed to the assertion. lastly participants were also asked whether they believed that job enlargement has positively influenced their overall commitment to Igbinedion University Teaching Hospital. the result of the analysis shows that 12(5.7%) of the respondents ticked definitely not to the response, 18(8.5%) of the respondents ticked probably not to the response, 17(8%) of the respondents ticked neutral to the response, 89(42%) of the respondents ticked probably yes to the response and 76(35.8%) of the respondents ticked definitely yes to the response.

Research Objective Three: To determine the effect of pay on employees’ job performance in Igbinedion University Teaching Hospital, Okada

| Statement | Responses | frequency | percentage |
|---|-------------------|------------|------------|
| On a scale of 1 to 5, how satisfied are you with your current level of pay, where 1 is very dissatisfied and 5 is very satisfied? | Very dissatisfied | 88 | 41.5 |
| | Dissatisfied | 67 | 31.6 |
| | Neutral | 27 | 12.7 |
| | Satisfied | 11 | 5.2 |
| | Very satisfied | 19 | 9.0 |
| To what extent do you believe that your pay is reflective of your skills, experience, and contributions to the organization? | Not at all | 52 | 24.5 |
| | Slightly | 68 | 32.1 |
| | Moderately | 23 | 10.8 |
| | Very much | 54 | 25.5 |
| | Completely | 15 | 7.1 |
| How would you rate the impact of your pay on your overall job motivation, on a scale of 1 to 5, where 1 is very low and 5 is very high? | Very low | 67 | 31.6 |
| | Low | 36 | 17.0 |
| | Neutral | 11 | 5.2 |
| | High | 57 | 26.9 |
| | Very high | 41 | 19.3 |
| Do you think that an improvement in your pay would positively influence your job performance? | Definitely not | 04 | 1.9 |
| | Probably not | 07 | 3.3 |
| | Neutral | - | - |
| | Probably yes | 69 | 32.5 |
| | Definitely yes | 132 | 62.3 |
| To what extent do you believe that pay is a motivating factor for your colleagues in achieving high job performance? | Not at all | 09 | 4.2 |
| | Slightly | 10 | 4.7 |
| | Moderately | 42 | 19.8 |
| | Very much | 70 | 33.0 |
| | Completely | 81 | 38.2 |
| Total | | 212 | 100 |

Source: Field Work, 2024

The table above show the result of the cross tabulation on the effect of pay on employees’ job performance in Igbinedion University Teaching Hospital, Okada. Five questions were raised to analyze this objective. participants were asked how satisfied they were with their current level of pay, where 1 was very dissatisfied and 5 was very satisfied. the responses gotten from the analysis shows that 11(5.2%) of the respondents were very satisfied, 19(9%) of the respondents were satisfied, 27(12.7%) of the respondents were neutral, 88(41.5%) of the respondents were dissatisfied and 67(31.6%) of the respondents were very dissatisfied. second, participants were also asked the extent they believed that their pay was reflective of their skills, experience, and contributions to the organization. the result of the analysis shows that 52(24.5%) respondents ticked not at all to the assertion, 68(32.1%) respondents ticked slightly to the assertion, 23(10.8%) respondents ticked moderately to the assertion, 54(25.5%) respondents ticked very much to the assertion and 15(7.1%) respondents ticked completely to the assertion. third, participants were asked how they rated the impact of pay on their overall job motivation, on a scale of 1 to 5, where 1 was very low and 5 was very high. the result of the analysis shows that 67(31.6%) respondents ticked very low to the assertion, 36(17%) respondents ticked low to the assertion, 11(5.2%) respondents ticked neutral to the assertion, 57(26.9%) respondents ticked high to the assertion and 41(19.3%) respondents ticked very high to the assertion. more so, the participants were asked if the improvement in their pay would positively influence their job performance. the result of the analysis shows that 4(1.9%) respondents ticked definitely not to the assertion, 7(3.3%) respondents ticked probably not to the assertion, none of the respondents were neutral in their responses, 69(32.5%) respondents ticked probably yes to the assertion and 132(62.3%) respondents ticked definitely yes to the assertion. lastly, participants were asked the extent they believed that pay is a motivating factor to their colleagues in achieving high job performance. the result of the analysis shows that 9(4.2%) of the respondents ticked not at all to the response, 10(4.7%) of the respondents ticked slightly to the response, 42(19.8%) of the respondents ticked moderately to the response, 70(33%) of the respondents ticked very much to the response and 81(38.2%) of the respondents ticked completely to the response.

Research Objective Four: To find out the relevance of staff motivation on job performance in Igbinedion University Teaching Hospital, Okada

| Statement | Responses | Frequency | Percentage |
|--|-------------------|------------|------------|
| On a scale of 1 to 5, how would you rate the impact of motivation on your overall job performance, where 1 is very low and 5 is very high? | Very low | 73 | 34.4 |
| | Low | 86 | 40.6 |
| | Neutral | 13 | 6.1 |
| | High | 26 | 12.3 |
| | Very high | 14 | 6.6 |
| To what extent do you agree that motivated employees are likely to perform better in their roles? | Strongly disagree | 16 | 7.5 |
| | Disagree | 20 | 9.4 |
| | Neutral | 05 | 2.4 |
| | Agree | 72 | 34.0 |
| | Strongly agree | 99 | 46.7 |
| How satisfied are you with the motivational initiatives and programs provided by the organization, on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied? | Very dissatisfied | 67 | 31.6 |
| | Dissatisfied | 67 | 31.6 |
| | Neutral | 12 | 5.7 |
| | Satisfied | 37 | 17.5 |
| | Very satisfied | 29 | 13.7 |
| Do you believe that a lack of motivation negatively affects the overall performance of the staff in Igbinedion University Teaching Hospital? | Definitely not | 11 | 5.2 |
| | Probably not | 19 | 9.0 |
| | Neutral | 03 | 1.4 |
| | Probably yes | 92 | 43.4 |
| | Definitely yes | 87 | 41.0 |
| Total | | 212 | 100 |

Source: Field Work, 2024

In other to analyze the fourth objective, the participants were asked four questions. first, participants were asked on a scale of 1 to 5, how they would rate the impact of motivation on their overall job performance, where 1 was very low and 5 was very high. the result of the analysis shows that 73(34.4%) of the respondents ticked very low to the assertion, 86(40.6%) respondents ticked low to the assertion, 13(6.1%) respondents ticked neutral to the assertion, 26(12.3%) respondents ticked high to the assertion and 14(6.6%) respondents ticked very high to the assertion. second, participants were asked the extent they agreed that motivated employees are likely to perform better in their roles 16(7.5%) of the respondents were very dissatisfied, 20(9.4%) of the respondents were dissatisfied, 5(2.4%) of the

respondents were neutral, 72(34%) of the respondents were satisfied and 99(46.7%) of the respondents were very satisfied. third, participants were asked how satisfied they are with the motivational initiatives and programs provided by the organization, on a scale of 1 to 5, where 1 was very dissatisfied and 5 was very satisfied. the result of the analysis shows that 67(31.6%) of the respondents were very dissatisfied, 67(31.6%) of the respondents were dissatisfied, 12(5.7%) of the respondents were neutral, 37(17.5%) of the respondents were satisfied and 29(13.7%) of the respondents were very satisfied. lastly, participants were asked if they believed that a lack of motivation negatively affects the overall performance of the staff in Igbinedion University Teaching Hospital. the result of the analysis shows that 11(5.2%) respondents ticked definitely not to the assertion, 19(9%) respondents ticked probably not to the assertion, 3(1.4%) respondents ticked neutral to the assertion, 92(43.4%) respondents ticked probably yes to the assertion and 87(41%) respondents ticked definitely yes to the assertion.

Research Objective Five: To find out the roles of social workers in staff motivation in Igbinedion University Teaching Hospital, Okada

| Statement | Responses | frequency | percentage |
|--|------------------------|------------|------------|
| To what extent do you believe social workers actively contribute to the overall motivation of staff within igbinedion university teaching hospital? | Strongly disagree | 17 | 8.0 |
| | Disagree | 67 | 31.6 |
| | Neutral | 88 | 41.5 |
| | Agree | 19 | 9.0 |
| | Strongly agree | 21 | 9.9 |
| In your opinion, how well do social workers address the individual motivational needs of employees within the hospital? | Very poorly | - | - |
| | Poorly | - | - |
| | Neutral | 167 | 78.8 |
| | Well | 18 | 8.5 |
| | Very well | 27 | 12.7 |
| How effectively do social workers collaborate with employees to identify and address their specific motivational challenges? | Ineffectively | - | - |
| | Somewhat ineffectively | - | - |
| | Neutral | 187 | 88.2 |
| | Somewhat effectively | 12 | 5.7 |
| | Very effectively | 13 | 6.1 |
| To what extent do you observe social workers tailoring their approach to meet the diverse motivational needs of different employees within the hospital? | Rarely | 70 | 33.0 |
| | Occasionally | 76 | 35.8 |
| | Sometimes | 43 | 20.3 |
| | Often | 12 | 5.7 |
| | Always | 11 | 5.2 |
| Total | | 212 | 100 |

Source: Field Work, 2024

In analyzing objective five, the participants were asked four questions. first, the participants were asked the extent they believed that social workers actively contribute to the overall motivation of staff within Igbinedion University Teaching Hospital. The result of the analysis showed that 17(8%) of the respondents strongly disagreed to the assertion, 67(31.6%) of the respondents disagreed to the assertion, 88(41.5%) of the respondents were neutral to the assertion, 19(9%) of the respondents agreed to the assertion and 21(9.9%) of the respondents strongly agreed to the assertion. second, participants were asked how well they thought social workers addressed the individual motivational needs of employees within the hospital. the result of the analysis shows that none of the respondents ticked very poorly or poorly as a response to the assertion. although, 187(88.2%) of the respondents ticked neutral to the assertion, 18(8.5%) of the respondents ticked well to the assertion and

27(12.7%) of the respondents ticked very well to the assertion. additionally, participants were asked how effectively social workers collaborated with employees to identify and address their specific motivational challenges. the result of the analysis shows that none of the respondents ticked ineffectively nor somewhat ineffectively to the response even though 187(88.2%) of the respondents ticked neutral to the assertion, 12(5.7%) of the respondents ticked somewhat effective to the assertion and 13(6.1%) of the respondents ticked very effective to the assertion. lastly, participants were asked the extent they observe social workers tailoring their approach to meet the diverse motivational needs of different employees within the hospital. the result of the analysis shows that 70(33%) of the respondents ticked rarely to the response, 76(35.8%) of the respondents ticked occasionally to the response, 43(20.3%) of the respondents ticked sometimes to the response,

12(5.7%) of the respondents ticked often to the response and 11(5.2%) of the respondents ticked always to the response.

3. Discussion of Findings

The main objective of this study is to determine how staff motivation affects work output at the Igbinedion University Teaching Hospital in Okada. The result of the first objective, the study established that employees are very satisfied with the opportunities that their job provided for creativity and problem solving. the result also established that the overall job performance of employees over a period of a year has either been good or outstanding. the result in objective one further showed that job enrichment contributes to employees work motivation in the study area. it was deduced from the result of the study that job enrichment has positively influenced employees' commitment to Igbinedion University Teaching Hospital, Okada. The result of this study is in agreement with Hackman and Oldham (1976), who stated that job enrichment, characterized by increased task variety, autonomy, and opportunities for skill development, leads to higher levels of motivation and job satisfaction, ultimately resulting in improved job performance. more so, Adams et al. (2006) found that job enrichment initiatives, such as task significance and skill variety, can lead to higher levels of intrinsic motivation and job engagement, resulting in improved job performance outcomes. in a similar vein, grant (2008), job enrichment fosters a learning-oriented work environment that encourages employees to expand their skills and capabilities, ultimately contributing to improved job performance through increased task mastery and proficiency.

The result of objective two established that employees are either satisfied or very satisfied with the additional responsibilities assigned through job enlargement to them. the result also showed that employees of Igbinedion University Teaching Hospital, Okada agreed that job enlargement has improved their job satisfaction. it was also deduced from the result that job enlargement has improved employees job satisfaction in the study area. additionally, the result of the study in objective two further showed that job enlargement has positively influenced employees' overall commitment to Igbinedion University Teaching Hospital. This is in agreement with Lawler and Hackman (1980), who stated that job enlargement has been associated with higher levels of organizational effectiveness, including improved performance, innovation, and adaptability, leading to competitive advantage and sustainable growth.

The result of objective three showed that employees of Igbinedion University Teaching Hospital, Okada are either dissatisfied or very dissatisfied with your current level of pay and this has much effect on employees job performance. this on the other hand was expressed in the result elicited where majority of the respondents stated that they slightly believe that their pay is reflective of their skills, experience, and contributions to the organization as employees pay have some level of positive reinforcement and motivation to work. the result also showed that there is a high impact of employees pay on their overall job motivation. this was also in agreement with majority of the responses elicited from the employees who stated that an improvement in employees' pay would positively influence their job performance has increase in pay scale is a motivating factor in achieving high job performance.

The result of objective four established that majority of the employees stated that there is a very low impact of motivation on their overall job performance. it was also deduced from the analysis that majority of the employees strongly agreed that motivated employees are likely to perform better in their roles. the result of the study further showed that majority of the employees were very dissatisfied and dissatisfied with the motivational initiatives and programs provided by the organization. it was also stated that the employees definitely believed that a lack of motivation negatively affects the overall performance of the staff in Igbinedion University Teaching Hospital, Okada. lastly, the result of objective five showed that majority of the employees of Igbinedion University Teaching Hospital, Okada were neutral as to whether social workers actively contribute to the overall motivation of staff within Igbinedion University Teaching Hospital. The result also revealed that majority of the employees was neutral as to how well social workers address the individual motivational needs of employees within the hospital. it was further revealed that majority of the respondents were neutral to the claim that social workers collaborate with employees to identify and address their specific motivational challenges. more so, the result also showed that majority of the employees stated that social workers tailoring their approach occasionally meet the diverse motivational needs of different employees within the hospital. this could be as a result of the unavailability of social work professionals in Igbinedion Teaching Hospital, Okada. This was substantiated by the society for social work leadership in health care (SSWLHC, 2020) who emphasizes social workers' role in promoting employee well-being and work-life balance to prevent burnout and improve job satisfaction and retention.

4. Conclusion

In conclusion, this study has provided valuable insights into the intricate relationship between staff motivation and job performance within the context of Igbinedion University Teaching Hospital (IUTH) in Okada. through a comprehensive investigation employing the quantitative surveys, the research aimed to elucidate the extent to which staff motivation influences various facets of job performance among healthcare professionals in the hospital setting. the findings of this study underscore the significant impact of staff motivation on job performance within IUTH. analysis of quantitative survey data revealed a clear correlation between motivational factors such as salary satisfaction, recognition, career advancement opportunities, and workplace culture, and self-reported indicators of job performance among hospital staff. furthermore, qualitative interviews provided rich insights into the underlying mechanisms through which motivation influences employee behaviors, attitudes, and overall job satisfaction.

One of the key conclusions drawn from this research is the critical importance of addressing motivational factors to enhance job performance and organizational effectiveness within IUTH. hospital administrators and policymakers must recognize the multifaceted nature of staff motivation and its implications for employee engagement, productivity, and quality of care delivery. by prioritizing initiatives that foster a supportive work environment, provide opportunities for professional growth, and acknowledge the contributions of staff, IUTH can cultivate a motivated workforce that is more inclined to perform at their best.

Moreover, the findings of this study have broader implications beyond the confines of IUTH, serving as a valuable resource for healthcare institutions and organizations seeking to optimize staff performance and enhance patient outcomes. the theoretical insights and practical recommendations derived from this research offer actionable strategies for improving employee motivation and job performance across diverse healthcare settings.

5. Recommendations

Based on the findings outlined above, the following recommendations have been presented:

(i) Introduce performance-based incentive schemes that reward exceptional job performance among hospital staff. These incentives could include bonuses,

awards, or recognition programs to motivate employees and reinforce a culture of excellence.

(ii) Provide opportunities for professional growth and advancement, such as training programs, workshops, and continuing education opportunities. Empowering staff to enhance their skills and knowledge not only increases motivation but also improves job performance and patient care outcomes.

(iii) Create a supportive and inclusive work environment that values open communication, collaboration, and teamwork. - Encourage employee engagement initiatives, such as staff meetings, feedback mechanisms, and employee recognition programs, to foster a sense of belonging and morale among the workforce.

(iv) Conduct regular reviews of salary structures and benefits packages to ensure they remain competitive within the healthcare industry. Fair and equitable compensation is essential for retaining top talent and maintaining high levels of motivation among hospital staff.

(v) Implement policies and practices that support work-life balance, such as flexible scheduling, telecommuting options, and access to wellness programs. Recognizing and accommodating the diverse needs of employees fosters a healthier work-life balance, reducing burnout and enhancing job satisfaction and performance.

(vi) Establish transparent channels for addressing staff concerns, grievances, and feedback. Encourage open dialogue between management and employees to identify and address any issues or challenges affecting motivation and job performance promptly.

(vii) Offer leadership and management training programs for supervisors and managers to equip them with the skills and knowledge needed to effectively lead and motivate their teams. Strong leadership is instrumental in creating a positive work culture and driving employee engagement and performance.

(viii) Implement regular performance evaluations and assessments to monitor staff motivation levels and job performance indicators. Use these metrics to identify areas for improvement and track progress over time, adjusting strategies as needed to sustain motivation and enhance performance.

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