CONSEQUENCES OF MOTIVATION ON MEDICAL STAFF PERFORMANCE OF SOME SELECTED PUBLIC HOSPITALS IN MAIDUGURI, BORNO STATE, NIGERIA

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Abstract

This study was informed by the rising absenteeism of medical doctors and related health care workers in the place of their work during working hours at various health care centres (Hospitals) in Maiduguri, Borno State, Nigeria. The incessant absenteeism of some of the medical physicians had recently provoked, the executive Governor of Borno State, Professor. Babagana Umara Zulum to pay an impromptu visit to various health care centre's, including Borno State Specialist hospitals and Umaru Shehu Ultra-Modern Hospital Maiduguri, Borno State. However, the Governor unscheduled visit was led to the suspension of many medical doctors in the two identified hospitals who were absent during the working hours and unfortunately, no official permission is granted to their absence. A descriptive research survey was used coupled with primary and secondary sources of data collection was mingled simultaneously to obtain the information required on the consequences of motivation on medical health worker's performance. A purposive random sampling techniques was equally utilized to select the respondents, a sample size of (120) respondents spread across various departments and units of the hospitals were adopted as study samples. A t-test statistic method was used to translate the respondents' opinion in respect of the effects of motivation

on medical workers' performance. Several motivation theories and others scholarly literatures were reviewed and found relevant to the research. The result of the study showed that there is a significant relationship between motivational incentives and worker's absenteeism as well as poor worker's performance in medical health centre's (Hospitals). Thus lack of motivation, discourages worker's performance is inevitable. It is indeed obvious that inability of the Borno State Government to pay or settle the medical doctor's full scale locum allowances and related benefits discourages them from effective and efficient health care services delivery. Though, the findings of the study have strongly commended the efforts and commitment of Borno State Government, under the leadership of Professor Babagana Umara Zulum for procuring modern day world class health care equipments and zeal of taken path toward improving the welfare of the health care workers and standardizing the health care service delivery system in Borno State.

Keywords*: Consequences: Motivation: Medical Staff: Performance: Public Hospitals.*

INTRODUCTION

Workers motivation is a critical aspect at every workplace which leads to the high productivity of the organization. Motivating worker's needs to be routine engagements of organization's manager, so as to boost the morale and commitment of the workers to carry out the task and responsibilities assigned to them more efficient and effectively, hence the goals and objectives of every organization, public or privates (Gullup, Inc. 2013). It is observed that one of the most challenging issue affecting management of most organization in this our contemporary world is how to make their workers enthusiastic and agile to be productive. This aspect has mandated most organizations (private or public to adopt several strategies and work scenarios to motivate their workers to achieve their organizations blueprints. The success of any organizations depends on how well motivated its workers and to what extent to which the managers of the

organizations are equipped with vast knowledge and skills of motivating it subjects (Alimi, B.G. and Bababe, F. 2013). According to Burtol and Martin, (1998), if workers are not satisfied with their job and not adequately motivated to fulfill their tasks and achieve their goals, the organization cannot attain success, hence the workers are demotivated and demoralize (Kemoh, L.M. 2016). Similarly, Shanks, (2012) is of the opinion that the skilled and talented workers may not achieved the desired outcomes if they do not get the deserve incentives and related remuneration packages. Therefore, motivation is considered as important tool making the workers energetic and committed to achieve the organization set goals and objectives. Another evident from Osei, (2011) submitted that motivation-less workers would not give their all to the organization, instead diverting their time to another activity outside their working schedule or task, such as goggling or browsing internets among others (Shanks, 2012; Kemoh, 2016).

On the other hand, Arnold and Feldman, (1983) were of the opinion that worker's performance is jointly determined by both motivation and ability. This implies that beyond a certain level, lack of ability cannot be compensated for high motivation and conversely, lack of motivation is equally cannot be compensated for high levels of ability. Thus, both motivation and ability are necessary components of effective performance in organization (Alimi, B.G. and Jamri, B. 2011). However, Adams, (1965) added that manager's job is not to manipulate his subordinates rather must be sensitive to the varied needs and desires of it workers and identify the key factors which believed to have impact on them and thereby driving them willingly to excel in the task assigned to them. Nwanneuife, A.S. (2017) has equally believed that an organization that fail to provide a conducive working atmosphere, adequate compensation, training and retraining opportunities to its workers is at risk of witnessing poor performance and productivity levels (Nwachukwu, 2004). It is also scholarly agreed that an organization who rewarded its staff with essentials and adequate remuneration packages consistent to their desires and needs, addition with regular training in area of their assignments or

responsibilities will no doubt achieve its organizational targets more efficient and effectively. This incorporates the need for every organization manager to prioritize motivational strategies central to its worker's desirable needs and demands that can make them enthusiast, full-scale committed, joyous, agile, focus and concentrable persons who are willing and proud of being the employees of the organization and sacrifice to invest maximum efforts and ability to maximize their performance and increase the organization productivity (Field Survey, 2020).

Several studies have been carried out by researchers and organization managers on best way to overcome the challenges of employee's poor performance and minimal organizational productivity output in both public and private organizations. Unfortunately, besides the fragile implementation of motivational programs and policies, no appreciable outcome is recorded, rather partially managing organization with remnants of challenges associated with poor worker's performance and organization low productivity (Field Survey, 2020). However, this study is basically concern with consequences of motivation on service delivery performance of medical health workers in secondary healthcare centres in Borno State, Nigeria. Many researchers reached consensus as regards to relevant and importance of providing sufficient motivational packages to employees in any organizations in order to achieve the organizational goals and objectives, conversely no organization is free of workers demotivational challenges, and Nigeria healthcare organizations are no exception. It is obvious that the success of every organisations including the Nigeria healthcare sector or industry greatly depends on the extrent to which the healthcare workers are motivated. Over the past years, the Nigeria healthcare sector in many states of the federation has reported to have not adequately motivated its medical workers and this has given rise to incessant industrial disharmony. Inspite, the Government effort of some states to implement the new healthcare sector salary scale, the medical healthcare workers (Doctors, Nurses and other related healthcare professionals) performance continues to decline unabated. Therefore, a single financial incentive is not enough to influence motivated behavior of

health sector employees to attain organizational goals. It was discovered that the Nigeria healthcare sector have been neglected for decades without sufficient modern day health care facilities, equipments and adequate manpower which are invariable responsible for poor healthcare services delivery in most of the various states of the federation, Nigeria. However, Borno State healthcare sector is among the Nigeria healthcare sector believed to have partial poor healthcare services delivery.

It is evident that sometime in July, 2019, the Executive Governor of Borno State, Professor Baba Gana Umara Zulum, paid an unscheduled visit to some Government owned Public Hospitals in Maiduguri where he discovered the absence of some Medical Personnel from official duties. The Governor, immediately order their suspension, while the entire medical personnel of Borno State has threatened to embark on strike in solidarity to their affected colleagues. This study is intended to find out why the medical workers (the doctors) were absence and equally not available in the calls room which meant for medical doctors to stay and respond or attain to emergency cases whenever their attention is needed or demanded. The researchers are keen to identify the factors responsible for absence of the doctors during the official scheduled hour and why the doctors declined to pick the Governor's phone calls during the impromptu visit. The researchers also interested to understand what specific measure shall be taken to offered to improve the conditions of service to the medical personnel in the affected Government owned Hospitals to make them punctual and committed to their duties in Maiduguri specialist hospital, and Umoru Shehu Ultra-Modern Hospital, Bulumkutu, Maiduguri, Borno State. The medical personnel responses in relations to their absence will aid the researchers to bridge the study gap to create favourable atmosphere to enhance the quality of the healthcare system and improve healthcare service delivery in Maiduguri, Borno State, Nigeria.

Objectives of the Study

i.   To identify the factors responsible for medical personnel (doctors) absence during the official scheduled hour in both selected Borno State Government owned hospitals.

ii.   To identify the motivational packages consistent and appropriate to the medical doctors that improve their performance.

iii.   Proffer suggestions and recommendations that improve the healthcare service delivery in the selected Government owned hospitals under study.

Research Questions

i.   What are the key factors in question responsible for absence of medical personnel (doctors) during the official working hours or scheduled in the selected Borno State Government owned hospitals?

ii.   What are the motivational or remunerations most needed by the medical doctors in the selected Borno State Government owned hospitals?

iii.   What other strategies and policies are needed to better the loves of the medical doctors in Borno State Government owned hospitals?

Significance of the Study

i.   The study will be useful to find out the challenges that contributes to low or higher medical personnel performance of service delivery in the selected Borno State Government owned hospitals.

ii.   The study will serve as reference material for academics and administrators who are interested in the aspect of motivating medical personnel to improve their quality of services delivery to achieve the healthcare sector goals and objectives.

iii.   The study will be useful in contributing for the existing literatures on area of motivating healthcare workers.

iv.   The study will make suggestions and recommendations on how best to achieve viable healthcare sector worker's performance and organizational success.

Hypothesis of the Study

i.   That lack of promotion and locumteneneris allowances for medical doctors making them boring to carry out their responsibility, thereby affecting the healthcare service.

ii.   That shortages of medical doctors and doctors' quarters are some of the factors demotivating them from being punctual to duties, thereby affecting the quality services delivery.

iii.   That work overloads, lack of night calls allowances and lack of functional hospitals ambulances are some of the factors contributing for medical doctor's healthcare delivery services performance.

iv.   That there is need to increase the hospitals number of X-ray machines and scanning machines and other related equipments for efficient and effective services of patients.

v.   That financial incentive alone is not sufficient enough to drive their morale and commitment to accelerate the health care service delivery to achieve the hospital goals and objectives.

Scope of the Study

The scope of this study is limited to the consequences of motivation on medical doctor's performance of Maiduguri State Specialist Hospital, Borno State and Umoru Shehu Ultra-Modern Hospital Bulumkutu, Maiduguri, Borno State, Nigeria.

Methods and Materials

The following are the procedural tools used for collecting and analyzing data on consequences of motivation on medical doctor's performance of Maiduguri specialist hospital, Borno State and Umoru Shehu Ultra-Modern Hospital Bulumkutu, Maiduguri, Borno State.

Research Design

A descriptive research design is adopted to accurately and systematically describe the medical doctor's situation as regards to how lack of motivations affecting their performance. Descriptive research can answer what, where, when and how, all with a view to get into the roots of the situation under examination.

Sources of Data Collection

Both primary and secondary methods of data collection were used to comprehend the work. The primary sources applied to obtain and process the data includes; interviews, interactive session with concern respondents (Doctors, Nurses, Patients and few Administrative Officers for clarification and officiating of the study), presentation of structure open and close ended questionnaires, participant's observation among others. The secondary sources used to comprehend the study includes, the hospitals records, published related literature through internets, journals, non-published articles, online newspapers, library, but most of the work secondary data was obtained through internet published papers, articles, books and journals written on motivation related studies.

Sampling Technique and Sample Size

A purposive random sampling was used in selecting the study respondents in both public healthcare centres (hospitals) without discrimination or bias as regards to any demographic affiliations. A sample size of one hundred and twenty (120) respondents were adopted to comprehend the study. These number made up of sixty (60) respondents each from Maiduguri Specialist Hospital Borno State, and also sixty (60) respondents equally selected from Umoru Shehu Ultra-Modern Hospital, Bulumkutu, Maiduguri, Borno State, Nigeria respectively. The selected respondents selected from the hospitals drawn from different departments and units of the hospitals. It comprises of twenty (20) medical doctors, thirty (30) nurses and ten (10) paramedical workers. These formed the study sample sizes of both public hospitals under study. Sixty (60) respondents each made up of (licensed doctors, nurses, and paramedical workers) (Field Survey, 2020).

Data Analysis and Interpretation of Results

The data obtained from the study respondents of both hospitals were translated into statistical figures using statistical method of T-test statistic to distinguish the responses of the respondents of both hospitals on

consequences of motivation on medical doctors' performance in Maiduguri Specialist Hospital, Borno State, and Umoru Shehu Ultra-Modern Hospital, Maiduguri, Borno State, Nigeria. The choice of the T-test statistic was informed by the need to determine whether there is a significant difference between the mean of one study area against the other study area under examination.

<u>The t-test formular</u>

(1) t = student t-test   (2) M = Mean   (3) U = theoretical value
(4) S = Standard deviation   (5) n = variable set size

$$t = \frac{M - N}{S\sqrt{h}} \quad \underline{t - test\ formula}$$

Discussion

Several studies were conducted on effect of motivation on worker's performance. Most of the researchers reached consensus that sufficient provision of motivation incentive packages for medical health care sectors enhancing healthcare worker's performance. Inability of an organization to prioritize the welfare of their workers most often affect the organization output or productivity. The findings of this paper shows that the healthcare workers from both hospitals under study have varied opinions as to what factors in the context of motivation improve or enhances their performances. Though, the majority of the respondents both the licensed doctors and the paramedical workers who are (98) percent's strongly supported the study hypothesis advanced that lack of promotion, lack of night calls allowance as well as lack of locumtenens allowances, lack of functional ambulances and shortages of physicians (doctors) and doctors quarter most often responsible for their absence sometimes. The respondents of both hospitals has strongly complaint for inability of Government to settle their duties allowances and other related entitlements discouraging them from performing in their healthcare services delivery. The finding of the study also revealed that majority of the doctors interviewed in both hospitals has same opinions in relation to need

for Government to recruit more licensed doctors to complement the effort of the existing ones on duty, as the workloads phenomena is too boring and quite alarming. However, from a paper of open and closed ended questionnaire presented to the medical doctors of both hospitals indicates that the doctors are seriously overloads with work as one doctor attending approximately 200 and above patients at both hospitals due to the shortages of licensed doctors. Unfortunately, they were complaints of not paying their locumtenens allowances, and night calls allowance. As at time of compiling this paper August, 2019, the respondents attributing their unpunctuality to duty to lack of functional hospital emergency ambulance and insufficient doctor's quarters as most of them residing far from the hospitals environment. In relation to modern day working tools or equipments. The findings of the study reveals that the doctors were satisfied with medical equipments procured by the Borno State Government, but appealed for more to add as the equipments are not adequate to contain the patients in needs. Some of the equipments required to add to the existing tools are scanning machines and X-ray device are highly needed to make them work efficient and effectively.

In order to verify the claims of the respondents' responses in both hospitals under study with regards to work overload, the researchers held interactive session with the on queue waiting their turn to see the doctor, revealed that they have been on queue as earlier as 8:00am to 1:15pm, yet effort to see the doctors failed due to the overcrowds of the patients. These revelation is enough to affirm the claims of the medical doctors made that there is need as matter urgent important to recruit more qualified physicians (doctors) to minimize the work overload and make the healthcare service delivery efficient to save the lives of patients. These informed that the number of the patients coming to see the doctor in both hospitals under study beyond the doctor's strength to handle the patients as these create delay and most vulnerable patients could lose their lives in case of emergency unless something is done to tackle the challenges. Another effort made by the researchers to ascertain the claims of the study respondents responses with regards to lack of promotions as earlier

responded by the medical licensed doctors that they were not been benefiting their promotion for so long. The counter finding of the study found that there are many within the hospitals under study who are either not promoted for eight (8) consecutive years or promoted and given letter of promotion but sadly not benefiting the level promoted in issued in the promotion letter. These clearly vindicated that the healthcare workers of all forms within the study hospitals are left promotionless for some time, not to talk of their others entitlements. However, the facts obtained from the respondents obvious that lack of motivational incentives demoralize workers "will" and ability to performance maximally and above all discourages them from pulling their best to achieve the organizational set goals and objectives (Field Study, 2020). It is evident from the work of Adjei, K.A., 2016) noted that work contentment is the fulcrum of worker motivation in most service organizations. A satisfied worker has the desire to work hard, since his/her inner joy and happiness is the motivating factor for the work. Hospitals under study worker's equally demonstrated that job satisfaction is everything to boost their morale and commitment toward to achieve organizational objectives (Field Study, 2020). Similarly, Khan, S.U. (2017) is of the opinion that encouraged workers can perform greater compared to non-motivated workers. Therefore, there is need for every organization's managers to provides all the necessary incentives capable of encouraging their workers so as to keep them agile to perform well to increase the organization productivity. The Field Survey (2020) observed that modern day healthcare tools, equipments are another ingredient in the health sector which can makes their work more efficient and effective. These shows that when healthcare workers have the essential working facilities available, such as electronic scanning machines, X-ray devices and related physiotherapy facilities can immensely support their effort to enhance the quality and quantity of healthcare service delivery without delay. The researchers argue that prompt promotion of the healthcare workers as when due is no doubt serve as the best motivational incentive that influence their zeal and desires to put in their all best to the task assigned to them to render services maximally and

enthusiastically. Moreover, Oludejans, R. (2007) opines that motivated medical personnel with most needed logistics have the greater probability of care of patients, collaborating and providing quality healthcare services (Suominen, T. *et al.*, 2007). The findings of the study are synonymous with the position of Helriegel and Siocum, (2007) that low work contentment can result in costly turnover, absenteeism, tardiness, and even poor mental health and thereby adversely affecting the organization output. It is believed that a lucrative wage/salary, grants and remuneration have a significant effort on workers' job performance (Al-Sand, 2013). In related studies, Hackman, and Oldhum, (1976) concludes that employees can be motivated through the design of their work task, and further argues that by providing certain intrinsic and extrinsic factors an employee can be motivated to perform well (Keijers, B. 2010). However, the contribution of Dickman, *et al.*, (2007) coincides with the study findings that low motivation in the work place is one of the major factor contributing for employees' brain drain in the sub-Saharan African healthcare sector (Adjei, A.K., Emmanuel, O., Forster, O.M. 2016).

According to Barber and Bertz (2000), reward management system helps the organizations to attract, capture, retain and motivate employees with high potential and in turn get high levels of performance. Rizwan, M. *et al.*, (2014). Moreover, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas and Dyswk, 2009). In addition, Dessier, (2003) opines that poor motivation and demoralize employees, the organization risks losing valuable employees and will be at a disadvantage an attracting potential top talents (Millicent, N. 2012). The work of Hafiza, *et al.*, (2011) further states that reward system to be considered as forerunners of employees' motivation and without it demotivating employees in discharging their duties. These factors are; training and development opportunities, good working conditions, good workers, employer relationship, job security, good organization rewarding policies and strategies. According to Hafiza, *et al.*, organization whose policies and strategies centred on the identified factors could achieve its set goals and objectives. In contrast, Gibson, (2003)

submits that when there is no trust between organization boss and frontline workers become demotivated and they exhibit negative attitudes towards the clients who visit the hospital and this can have negative therapeutic effect on clients. It is general feelings and perception of all employees that lucrative salary, uninterrupted promotions are the twin remuneration packages workers most often considered best that driven their emotions and inner feelings actively to put in their full scale best in the responsibilities assigned to perform extraordinarily toward achieving the organizational goals and objectives (Alim, B.H. and Jamri, B. 2014; Alim, B.G., and Bababe, F. 2019).

On the other hand, dobre, O.L. (2013) equally support the significant of financial rewards have on motivating the worker's capacity to maintain and influence them towards higher performance especially workers from a production companies as money package is enough for them to satisfy their needs. Therefore, lucrative pay has a significant impact in establishing employees' delinquency and commitments. Nevertheless, there are studies conducted by some scholars contradicts the earlier position of Debre, (2013) which emphasized pay as everything in organizations to influence workers to be agile and productive. Moreover, Whitley, (2002) is of the opinion that prioritizing single financial incentive is not enough as the nature and desires as well as working professions of the workers are not equal due to individual's disparity. For instance, what is motivating healthcare employees may be different from incentives motivating employees of mining industries. Whitley, further reports that besides financial inducement, rewards in kinds, social recognition and performance feedbacks are the motivational factors influencing other employees to perform delinquently towards achieving organizational goals and objectives (Dobre, O.I., 2013). It is scholarly agreed that managers should design a motivational packages suitable and consistent to their employees needs and desires so as to make them actively committed willingly to carry out tasks assigned to them perfectly, efficiently and effectively (Field Study, 2020).

The Determination Factors on Employees Performance

Level of commitment: The affiliation of employees within the organization is regarded as commitment of organization. In general, the commitment to the organization can be extracted in three dimensions: (1) The continuous commitment. (2) The normative commitment, and (3) The affective commitment. According to Nizam, I. (2015) these three types are demonstrated by dissimilar people at different levels of management in the organization and there are totally independent. Nizam, I (2015) explained that commitment towards organization is considered to be the extent in which employees admit and accept the aims, values and morals of organization and are keen to continue and remain in the organization. If granted by the organization, it will increase level of motivation towards the organization and employee therefore will comply and obey organizational requirement. The higher the commitment the higher the motivation at personnel level and the same will reflect in work place (Cited in: Nizam, I. 2015).

Attendance: It is very crucial for any organization to track the attendance of employees as it affects the productivity of the organization. It may become burden to the organization as well as for the team and the rest of the staff. However, frequent absence by employees from the work place prevents team and group from continuity of being productive. Absenteeism of employee at his/her station will add extra work to the rest of the staff to adjust the missing part which may end up omitting the original flair of the absent employee. Attendance is very important to ensure sustainable performance to complete the required tasks and avoid management conflict and diminished performance (Nizam, I. 20150>

Quality: The most important metric is perhaps the quality of work the employees put out, but is the most difficult one to define also. Members of the team who are engaged at work and care about what they do will perform better. The quality of work and how is it done and accomplished can be considered as an art as it reflects how employees are committed and have passion to what doing quality can be a very delicate aspect of employee performance (Cited in Nizam, I. 2015).

Initiative: Taking initiative assist companies in anticipating the changes in the market place besides creating additional dynamic and energetic work environment. Additionally, initiative employees will participate in assistance in identifying best practices to ensure the company still remains in a position of competition without losing its target. One of the most unique aspects and characteristic that many employees may pursue is initiative. Members of a team or individual who is considered to have capabilities to take initiative have a positive impact on overall team and the organization alike.

Efficiency: According to Nizam (2015), how input is successfully transformed into output is efficiency which itself shows the relationship between input and output. Nizam (2015) explained that efficiency is the ultimate outcome in the eyes of managers, customers, employers and colleagues. The efficiency can be three dimensional 1) the cluster of output that meets the standars of quality 2) the ability of then group to independently work in advance for potential future grow and wellbeing of the members of the working team (Cited in Nizam, I. 2015: 36).

Theories of Workers' Motivation

There are scholarly theoretical explanations as to what motivate and demotivates workers in organization. The theories of worker's motivations are important due to the fact that it provide sufficient explanations as to the factors influencing workers to perform efficient and effectively to achieve the organizational goals and objectives. The theories selected to comprehend the work are; are; Maslow's Hierarchy of Needs; Herberg's Motivation Hygiene Theory; McClelland's Need theory; McGregor's Participation Theory; Urwick's theory Z; Argyris's theory; Porter and Lawler's expectancy theory; Adam's Equity Theory; Vroom Expectancy Theory.

✓ **Maslow's Need Hierarchy Theory:**
It is probably safe to say that the most well-known theory of motivation is Maslow's need hierarchy theory Maslow's theory is based on the human needs. Drawing chiefly on his clinical

experience, he classified all human needs into a hierarchical manner from the lower to the higher order (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy as shown in figure 17.2.

✓ **Physiological Needs:**

These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life. They exert tremendous influence on human behaviour. These needs are to be met first at least partly before higher level needs emerge. Once physiological needs are satisfied, they no longer motivate the man (*www.toolshero.com*;   *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

✓ **Safety Needs:**

After satisfying the physiological needs, the next needs felt are called safety and security needs. These needs find expression in such desires as economic security and protection from physical dangers.

Meeting these needs requires more money and, hence, the individual is prompted to work more. Like physiological needs, these become inactive once they are satisfied (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

✓ **Social Needs:**

Man is a social being. He is, therefore, interested in social interaction, companionship, belongingness, etc. It is this socialising and belongingness why individuals prefer to work in groups and especially older people go to work (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

✓ **Esteem Needs**:

These needs refer to self-esteem and self-respect. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. The fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organisation. However, inability to fulfill these needs results in feeling like inferiority, weakness and helplessness (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

✓ **Self-Actualisation Needs:**

This level represents the culmination of all the lower, intermediate, and higher needs of human beings. In other words, the final step under the need hierarchy model is the need for self-actualization. This refers to fulfillment. The term self-actualization was coined by Kurt Goldstein and means to become actualized in what one is potentially good at. In effect, self- actualization is the person's motivation to transform perception of self into reality. According to Maslow, the human needs follow a definite sequence of domination. The second need does not arise until the first is reasonably satisfied, and the third need does not emerge until the first two needs have been reasonably satisfied and it goes on. The other side of the need hierarchy is that human needs are unlimited. However, Maslow's need hierarchy-theory is not without its detractors

(*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

The main criticisms of Maslow's Hierachy of need theory

1. The needs may or may not follow a definite hierarchical order. So to say, there may be overlapping in need hierarchy. For example, even if safety need is not satisfied, the social need may emerge.

2. The need priority model may not apply at all times in all places.

3. Researches show that man's behaviour at any time is mostly guided by multiplicity of behaviour. Hence, Maslow's preposition that one need is satisfied at one time is also of doubtful validity.

4. In case of some people, the level of motivation may be permanently lower. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his life if only he/she can get enough food.

Notwithstanding, Maslow's need hierarchy theory has received wide recognition, particularly among practicing managers. This can be attributed to the theory's intuitive logic and easy to understand. One researcher came to the conclusion that theories that are intuitively strong die hard' (Maslow, A.H. 1943; *www.youarticlelibrary.com*; *www.knowledgehut.com*; *www.contactzilla.com*).

Herzberg's Motivation Hygiene Theory:

The psychologist Frederick Herzberg extended the work of Maslow and proposed a new motivation theory popularly known as Herzberg's Motivation Hygiene (Two-Factor) Theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania.

He asked these people to describe two important incidents at their jobs:

(1) When did you feel particularly good about your job, and

(2) When did you feel exceptionally bad about your job? He used the critical incident method of obtaining data (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

The responses when analysed were found quite interesting and fairly consistent. The replies respondents gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg labelled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*)

Herzberg's motivational and hygiene factors have been shown in the Table 17.1

Table 17.1: Herzberg's Motivational and Hygiene Factors

Hygiene: Job Dissatisfaction	Motivators: Job Satisfaction
	Achievement
	Recognition
	Work itself
	Responsibility
	Advancement
	Growth
Company Policy and Administration	
Supervision	
Interpersonal Relations	
Working Conditions	
Salary*	
Status	
Security	

According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of 'satisfaction'

is 'no satisfaction' and the opposite of 'dissatisfaction' is 'no dissatisatisfaction'.

According to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behaviour of persons when they get them. Accordingly, one's hygiene may be the motivator of another (*www.toolshero.com*; *www.mindfoods.com*; *www.regi.tankonyv.tar.hu.com*).

Criticism of Herzberg's motivational and Hygiene factors theory:

- People generally tend to take credit themselves when things go well. They blame failure on the external environment.
- The theory basically explains job satisfaction, not motivation.
- Even job satisfaction is not measured on an overall basis. It is not unlikely that a person may dislike part of his/ her job, still thinks the job acceptable.This theory neglects situational variable to motivate an individual.

  Because of its ubiquitous nature, salary commonly shows up as a motivator as well as hygiene.

  Regardless of criticism, Herzberg's 'two-factor motivation theory' has been widely read and a few managers seem untaminar with his recommendations. The main use of his recommendations lies in planning and controlling of employees work (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*).

- ### McClelland's Need Theory:
  Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates'. McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality. McClelland's need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture. He

found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray's three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated "n Ach", "n Pow", and "n Aff" respectively' (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*).

The Need for Achievement:

This is the drive to excel, to achieve in relation to a set of standard, and to strive to succeed. In other words, need for achievement is a behaviour directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional / national differences in achievement motivation (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

McClelland identified the following as three basic characteristics of high-need achievers:

- High-need achievers have a strong desire to assume personal responsibility for performing a task for finding a solution to a problem.
- High-need achievers tend to set moderately difficult goals and take calculated risks.
- High-need achievers have a strong desire for performance feedback.

The Need for Power:

The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. This results in ultimate satisfaction to man (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

People who have a high need for power are characterized by the followings:

- A desire to influence and direct somebody else.
- A desire to exercise control over others.
- A concern for maintaining leader-follower relations.

The Need for Affiliation:

The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people'. The need for affiliation, in many ways, is similar to Maslow's social needs (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

The people with high need for affiliation most often have the following characteristics:

- They have a strong desire for acceptance and approval from others.
- They tend to conform to the wishes of those people whose friendship and companionship they value.
- They value the feelings of others (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..
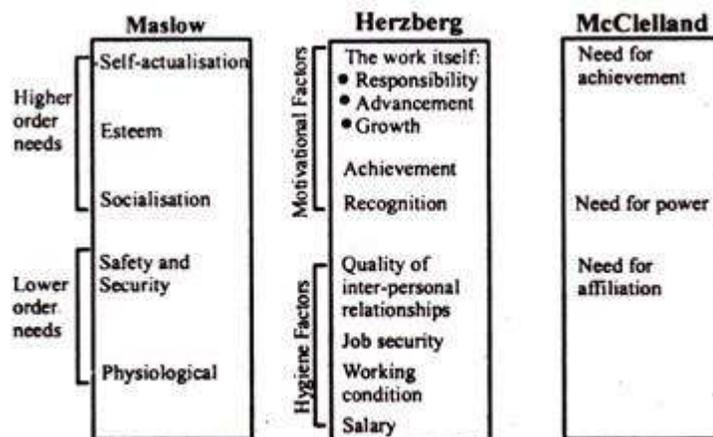

Fig. 17.2 : Three Need Theories of Motivation

Figure 17.2 is a summary chart of the three need theories of motivation just discussed. The chart shows the parallel relationship between the needs in each of the theories. Maslow refers to higher- lower order needs, whereas Herzberg refers to motivation and hygiene factors.

✓ **McGregor's Participation Theory**:

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labled Theory Y (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

Theory X is based on the following assumptions:

- People are by nature indolent. That is, they like to work as little as possible.
- People lack ambition, dislike responsibility, and prefer to be directed by others.
- People are inherently self-centered and indifferent to organisational needs and goals.
- People are generally gullible and not very sharp and bright (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

On the contrary, Theory Y assumes that:

- People are not by nature passive or resistant to organisational goals.
- They want to assume responsibility.
- They want their organisation to succeed.
- People are capable of directing their own behaviour.
- They have need for achievement.

What McGregor tried to dramatise through his theory X and Y is to outline the extremes to draw the fencing within which the organisational man is usually seen to behave. The fact remains that no organisational man would actually belong either to theory X or theory Y. In reality, he/she shares the traits of both. What actually happens is that man swings from one set or properties to the other

with changes in his mood and motives in changing .environment (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

✓ **Urwick's Theory Z:**

Much after the propositions of theories X and Y by McGregor, the three theorists Urwick, Rangnekar, and Ouchi-propounded the third theory lebeled as Z theory (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

The followings are the urwick's theory two basic preposition:

- Each individual should know the organisational goals precisely and the amount of contribution through his efforts towards these goals.
- Each individual should also know that the relation of organisational goals is going to satisfy his/her needs positively.

In Urwick's view, the above two make people ready to behave positively to accomplish both organisational and individual goals. However, Ouchi's Theory Z has attracted the lot of attention of management practitioners as well as researchers. It must be noted that Z does not stand for anything, is merely the last alphabet in the English Language (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

Theory Z is based on the following four postulation:

- Strong Bond between Organisation and Employees
- Employee Participation and Involvement
- No Formal Organisation Structure
- Human Resource Development

Ouchi's Theory Z represents the adoption of Japanese management practices (group decision making, social cohesion, job security, holistic concern for employees, etc.)by the American companies. In India, Maruti-Suzuki, Hero-Honda, etc., apply the postulates of theory Z (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*).

✓ **Argyris's Theory:**

Argyris has developed his motivation theory based on proposition how management practices affect the individual behaviour and growth In his view, the seven changes taking place in an individual personality make him/her a mature one. In other words, personality of individual develops (*www.managementstudyguide.com; www.peakon.com; www.theworldofwordproject.com*).

Immaturity	Maturity
Passivity	Activity
Dependence	Independence
Capable of behaving in a few ways	Capable of behaving in many ways
Shallow interest	Deep interest
Short-term perspective	Long-term perspective
Subordinate position	Superordinate position
Lack of self-awareness	Self-awareness and control

Argyris views that immaturity exists in individuals mainly because of organisational setting and management practices such as task specialisation, chain of command, unity of direction, and span of management. In order to make individuals grow mature, he proposes gradual shift from the existing pyramidal organisation structure to humanistic system; from existing management system to the more flexible and participative management.

He states that such situation will satisfy not only their physiological and safety needs, but also will motivate them to make ready to make more use of their physiological and safety needs. But also will motivate them to make ready to make more use of their potential in accomplishing organisational goals (*www.managementstudyguide.com; www.peakon.com; www.theworldofwordproject.com*)..

✓ **Porter and Lawler's Expectancy Theory:**

In fact, Porter and Lawler's theory is an improvement over Vroom's expectancy theory. They posit that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made

about the positive relationship between satisfaction and performance. They proposed a multi-variate model to explain the complex relationship that exists between satisfaction and performance.

What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is intact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction,. The same is depicted in the following Fig 17.4. (*www.managementstudyguide.com; www.peakon.com; www.theworldofwordproject.com*).
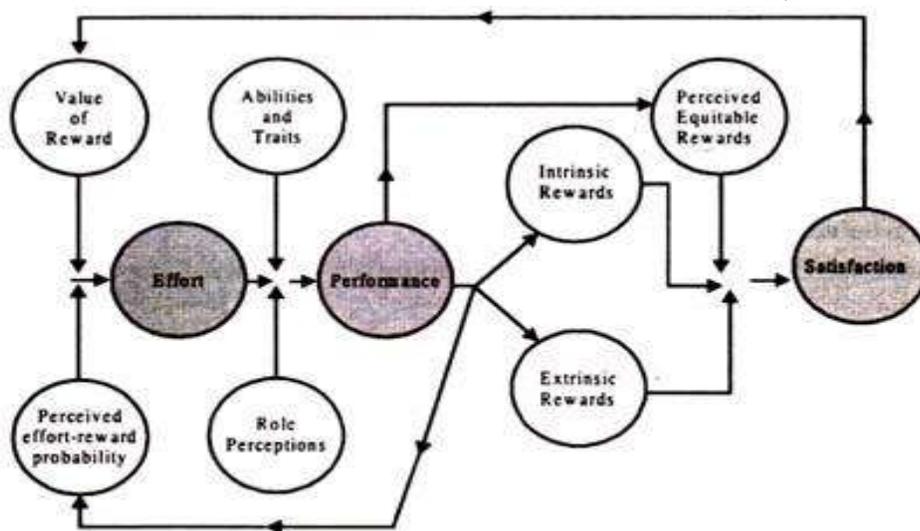

Fig 17.4: The Porter and Lawler Motivation Model

There are three main elements in this model. Let us briefly discuss these one by one.

Effort:
Effort refers to the amount of energy an employee exerts on a given task. How much effort an employee will put in a task is determined by two factors-

▪ Value of reward and
▪ Perception of effort-reward probability.

Performance:

One's effort leads to his/her performance. Both may be equal or may not be. However the amount of performance is determined by the amount of labour and the ability and role perception of the employee. Thus, if an employee possesses less ability and/or makes wrong role perception, his/her performance may be low in spite of his putting in great efforts (*www.managementstudyguide.com; www.peakon.com; www.theworldofwordproject.com*)..

Satisfaction:

Performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards one achieves. If the amount of actual rewards meet or exceed perceived equitable rewards, the employee will feel satisfied. On the country, if actual rewards fall short of perceived ones, he/she will be dissatisfied. However, rewards may be of two kinds—*intrinsic and extrinsic rewards*. Examples of intrinsic rewards are such as sense of accomplishment and self-actualization. As regards extrinsic rewards, these may include working conditions and status. A fair degree of research support that, the intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance. However, There is no denying of the fact that the motivation model proposed by Porter and Lawler is quite complex than other models of motivation. In fact motivation itself is not a simple cause-effect relationship rather it is a complex phenomenon Porter and Lawler have attempted to measure variables such as the values of possible rewards, the perception of effort-rewards probabilities and role perceptions in deriving satisfaction (*www.managementstudyguide.com; www.peakon.com; www.theworldofwordproject.com*)..

They recommended that the managers should carefully reassess their reward system and structure. The effort-performance-reward-satisfaction should be made integral to the entire system of

managing men in organisation (*www.managementstudyguide.com*; *www.peakon.com*; *www.theworldofwordproject.com*)..

✓ **Vroom's Expectancy Theory:**

One of the most widely accepted explanations of motivation is offered by Victor Vroom in his Expectancy Theory" It is a cognitive process theory of motivation. The theory is founded on the basic notions that people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put forth, the performance they achieve, and the outcomes/ rewards they receive.

The relationships between notions of effort, performance, and reward are depicted in Figure 17.3
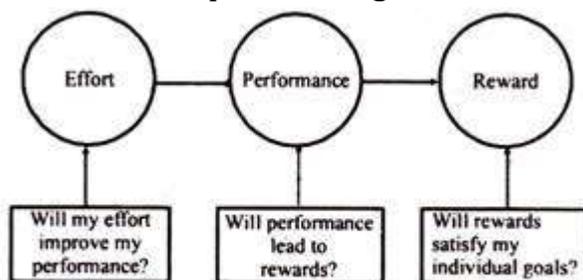

Fig 17.3: Vroom's Expectancy Model of Motivation

The following are the key constructs in the expectancy theory of motivation are:

- Valence:

Valence, according to Vroom, means the value or strength one places on a particular outcome or reward.

- Expectancy:

It relates efforts to performance.

- Instrumentality:

By instrumentality, Vroom means, the belief that performance is related to rewards.

Thus, Vroom's motivation can also be expressed in the form of an equation as follows: Motivation = Valence x Expectancy x Instrumentality

Being the model multiplicative in nature, all the three variables must have high positive values to imply motivated performance choice. If any one of the variables approaches to zero level, the possibility of the so motivated performance also touches zero level (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

The following are the criticisms of vroom expectancy theory,

- Critics like Porter and Lawler lebeled it as a theory of cognitive hedonism which proposes that individual cognitively chooses the course of action that leads to the greatest degree of pleasure or the smallest degree of pain.
- The assumption that people are rational and calculating makes the theory idealistic.
- The expectancy theory does not describe individual and situational differences.

But the valence or value people place on various rewards varies. For example, one employee prefers salary to benefits, whereas another person prefers to just the reverse. The valence for the same reward varies from situation to situation. In spite of all these critics, the greatest point in me expectancy theory is that it explains why significant segment of workforce exerts low levels of efforts in carrying out job responsibilities (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

✓ **Factors That Affect Employee Performance in an Organization**
Employees don't perform in a vacuum. There are a variety of factors, personal, company-based and external that affect their performance. Identifying these factors can help improve recruitment, retention and organizational results (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

- **Job suitability**

  Employees must be qualified to perform a job in order to meet expectations. The best fit for a job is identified by skills, knowledge and attitude towards the work. If an employee is in the wrong job for any of these reasons, results will suffer.

- **Technical Training**

  Employees can bring skills to a position but there are likely to be internal, company- or industry-specific activities that will require additional training. If a process requires a new software package it's unrealistic to expect employees to just figure it out; they should receive adequate training.

- **Clear Goals and Expectations**

  When everyone understands the targets and expected outcomes, it is easier to take steps to get there and measure performance along the way. Organizations without clear goals are more likely to spend time on tasks that do not impact results.

- **Tools and Equipment**

  Just as a driver needs a vehicle in operating condition, employees must have the tools and equipment necessary for their specific jobs. This includes physical tools, supplies, software and information. Outdated equipment, or none at all, has a detrimental affect on the bottom line.

- **Morale and Company Culture**

  Morale and company culture are both difficult to define but employees will be able to report when they are poor or positive. Poor morale exists when there is significant whining, complaining and people just don't want to come to work. On the positive end, the workplace is energized by a sense of purpose and teams that genuinely want to work together.

How and when to Choose a Leadership Style

How to Choose a Leadership Style. Being a leader is one of the hardest jobs imaginable. When a group of people wants to get the

job done, you are the person they all look to for guidance. A quality leader will know there are always multiple ways to get the job done. Choosing a leadership style to fit the organization or to fit a particular situation is a tool that all great leaders have at their disposal (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

An autocratic style of leadership is chosen when you are working with a team of unskilled workers or the job requires absolute power from the leader. An autocratic leader will dictate how to do each job. This style does not work for all situations and shouldn't be the norm. Be a bureaucratic leader when a job demands precision and repetition from your workers. Having employees follow procedures to the letter and not outside of their responsibilities is having a bureaucratic style. It works well in factory situations and industries like accounting and insurance (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

Institute a democratic leadership style is chosen, if one is working in a standard office environment. This means letting employees know what the goals are and discussing amongst the team how everyone should go about accomplishing these. This gives employees a sense of involvement and often times results in harder work ethic. Use a laissez-faire leadership style when you are dealing with experienced, self-starting workers. People who know their jobs inside- out do not need a hand-holder to tell them how to accomplish their goals. Just tell them what you need and when you must have it finished. Make yourself available for questions, but trust in your experienced worker to get the job done (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

Demand a task-oriented leadership style is when there are tight deadlines and work results and timing are critical. This style puts the goals ahead of anything else and is somewhat similar to autocratic

leadership style (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

✓ **Critical Factors Affecting Employee Productivity at Work**
We all know how important employee productivity at work is. But do we know the critical factors that affects our productivity while we are working? The following are the critical factors that you need to inspect for maintaining a productive work environment.

Work Environment

An employee's work environment influences their mood, drive and overall performance in your organization. The idea is simple – give your employees a supportive work environment, and they'll be productive. There is need to provide basic structural office equipment etc. all with a view to improve the workers morale to be productive (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

Processes

A process, or their absence, has a huge impact on organizational productivity. Thus, implementing processes is one of the most effective ways to boost team productivity. A process defines a specific sequence of steps for executing a particular task. Good processes are defined after a lot of trial and error. Therefore, they are the fastest, leanest and most reliable methods for accomplishing tasks. When you have a process, you don't need to waste time figuring out what to do. You just execute. The most productive companies build processes for nearly all their recurring tasks and projects. For example, most HR teams have a process for employee on boarding, but *employee offboarding* is usually neglected, which can even lead to legal, platform access and data privacy compliance issues. However, if you use a SaaS management tool like Torii, you can easily define and automate the IT aspects of your offboarding processes. For example, you can revoke a departing employee's access to the company's web app accounts with just a few clicks. Given how hard it can be to keep track of all

the SaaS products you're subscribed to, there's major value to be found in building a standard process for keeping it all mapped and centralized (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

Goals

Clearly defined work goals are great for boosting productivity levels because they're measures of productivity themselves. Informing your employees of their goals is a great way for them to have a target in mind. It's the perfect way to channel and direct their energy towards productive tasks only. Goal setting also helps alleviate any employee doubts. As they have a specific set of goals to work towards, they won't be asking questions like: *who should do this? Is this what is expected?* (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*)

Employee Wellness

Employee wellness is a broad term encapsulating the mental and physical health of your employees. A healthy and happy employee is going to have far more physical and mental resources to invest in their work. This helps them become extremely focused and avoid procrastinating. While sick or stressed employees may finish their work – they'll have to work far harder and longer than they usually do. This is going to delay your deadlines and risk employee burnout.

If you are putting off important goals, procrastination will severely impact your professional success, future income and even your health and happiness. Employee burnout is the total depletion of an employee's physical resources when coping with work. Once employees hit burnout – they're never going to be as capable as they once were – leading to irreversible drops in productivity. Caring about your employees health is also a great way to humanize your brand. By prioritizing their health over deliverables, you're treating them as human beings – not cogs in a machine. This will lead to increased job satisfaction and motivation – which, in turn,

will boost their productivity levels (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

Training

Your employee's training plays a huge role in how prepared they are for their jobs. The more prepared they are – the more productive they're likely to be. An untrained employee won't know what they have to do or how to do it. They can exert all the effort they want, but if they don't know where to direct that effort, it's going to be unproductive work. Most people look at training as simple, role-specific instructions – however, that isn't necessarily the case. Your employees need advanced domain-level training as well. They have to thoroughly understand the field they're working in before understanding what their job entails. This is Why Because advanced training helps them understand the bigger picture. For example, a salesperson in the B2B field will have to change their approach and processes once they transfer to the B2C arena. Knowing about B2C consumer psychology will be a huge advantage in their work. It is fansible to ensure that you implement thorough training procedures during onboarding to educate employees on:

Detailed domain knowledge of the fields they'll be working in your work processes.

The duties they're expected to perform. Moreover, the more informed they are – the more capable they'll feel, which, in turn, will boost their productivity levels (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

In Conclusion

Employee productivity is a key determinant in your company's success. No company will get very far without a solid, productive workforce behind it. That's why it makes sense to spend time and money investing in your employee's productivity.

✓ **Main Factors that affect Individual Performance**

• **Motivation:**

Motivation is the primary force that drives a person to action. It has a multiplier effect on increasing his ability and willingness to work. Motivation engages him in goal-directed behavior which helps in satisfying his needs. It is, therefore, the prime force that promotes job performance. Human resource is one of the key organizational factors for business success. Individual effectiveness reflects his knowledge, abilities, skills and characteristics. In order to achieve goals of the organization, employees must be highly motivated. Competent employees are always proposed with competitive remunerative schemes. Motivation is important for human resource management to recognise the relationship between job performance and motivation (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

• **Competence:**

Individual performance is also affected by his competence to perform the job. Competence means the extent to which a person regards himself capable of performing the job. It indicates that a person has control of events occurring within and outside the organization rather that the events have control over him. However, People who control the events have internal locus of control and those who are affected by events beyond their control have external locus of control Competent people perform better than others and have internal locus of control. Besides motivation, competence is also, thus, an important contributor to individual performance. The concept of locus of control refers to the perception of contingencies between action and to what extent action produces an outcome. Those who have high perception of such contingencies (believe that their actions produce the outcomes) are said to be "internal" (with internal locus of control), and those who have low perceptions of contingencies (believe that the outcomes are not produced by their

actions) are said to be "external" with external locus of control. Infact, a most relevant concept in this context is that of causal attribution by Weiner. He added another dimension to locus of control, this is, perception of causal attributions; whether a person attributes the outcome to internal or external "causes". Weiner suggested a stability- variability dimension where both the internal and external causes can be either stable or variable, thus giving four categories of factors to which outcomes can be attributed. It is shown below that internal causes are either stable, which do not change easily (e.g., ability), or variable, those that can vary or change (e.g., effort). Similarly, the external causes are either stable (difficulty of a task), or variable (luck or chance). Weiner has further proposed that interaction between locus of control and stability have different significance for attribution of positive outcomes (success) and negative outcomes (failure) (*www.hbr.com;* *www.crushfact.blogspot.com;* *www.wikipedia.com;* *www.yourarticlelibrary.com*).

The Perceived Determinants of Outcomes

Internality – Externality

	Internal	External
Stable	Ability	Task difficulty
Variable	Effort	Luck

Stability – Variability

Based on several investigations, Weiner proposed that persistence in activity or action will result if:

- Success is attributed to internal variable factor (effort), because if a person perceives that his effort (which he can vary) has resulted in the desired outcome, he will find more pleasure in engaging further in (increasing his effort for) the activity.
- Failure is attributed to variable factors (both internal, i.e., effort, and external, i.e., luck and chance). If a person perceives that his failure is due to factors which can change

like luck, or which can be varied like effort, he still has hope for improvement by putting more effort. If a person attributes his failure to stable factors (ability or task difficulty), he is likely to give up efforts, because his ability level cannot change easily and the level of task difficulty remains a hindrance. In such a case, it is not desirable to persist the activity (*www.hbr.com; www.crushfact.blogspot.com; www.wikipedia.com; www.yourarticlelibrary.com*).

Ability:

Ability of a person also affects his performance on the job. Ability is the perception of a person about his knowledge and skill to perform the job. Knowledge represents technical attributes of a specific field. It indicates gaining expert information about the chosen field which the person has to perform. Skill is the practical ability of doing something. Theoretical information (knowledge) and practical exposure (skill) together make a person-able and excel in job performance.

Role Perception:

Role is the position one occupies in a system. It is defined by the functions one performs in response to the expectations of the significant members of a system, and one's own expectations from that position. Role is important for integration of individual with the organization. Role is a central concept in work motivation as it is only through the role that individual and the organization interact with each other. Performance of a person is affected by his role perception. It indicates what a person thinks about himself with reference to organizational activities. If a person is clear of his role, he will perform his job well. If, however, there is role conflict, a person is engaged in two or more simultaneous roles where he is unable to decide his role and contribution to the job. This negatively affects performance on the job. Role ambiguity where a person is not clear of what is expected from his job position also results in low productivity (*www.hbr.com;*

www.crushfact.blogspot.com;   *www.wikipedia.com*;
www.yourarticlelibrary.com).

Resources:

Organizational resources can be physical (infrastructure, plant layout etc.) or psychological (training, development, compensation, labour-management relationships, leadership, motivation, communication etc.). Resources at the work place affect performance of a person on the job. These resources also affect motivation of a person to perform his job. A healthy work environment is always conducive to positive job performance   (*www.hbr.com*;   *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*).

Work Place Environment:

The processes should be designed to enable employees to put their knowledge, skill and expertise to work. The results should be transparent so that individual does not have to look for higher authorities to interpret the performance. Each individual should be treated as an individual and not a machine. People deliver results when they know how they can increase their ability and opportunity in the organization not when they are told why they have to. All human beings know what to expect not only from themselves but also from the organizations. Congruence of these two needs can motivate employees to give their best rather than just monetary incentives. Though there are various factors that affect individual performance, motivation is one of the most important factors that affects job performance. Commitment, ability, dedication etc. affect performance only if the employees are motivated to work. Managers have to analyze human behaviour and find out the right motivators that affect job performance. Motivation helps in improving job performance in the following ways:

- It promotes employees to put higher level of performance than those who are not motivated to work.
- It exploits potential of the employees to the fullest of their ability.

- It reduces labour turnover and absenteeism and, thus, the cost of recruitment, training and developing new employees.
- Committed employees enhance reputation of the organization in the global markets.
- It reduces resistance on the part of organizational members to accept change. Motivated employees accept change as they know the benefits arising out of proposed changes. (*www.hbr.com*; *www.crushfact.blogspot.com*; *www.wikipedia.com*; *www.yourarticlelibrary.com*)

Adam's Equity Theory of Motivation

According to Adams (1925), motivation is an excellent model to have an understanding of. The concept of fairness as a motivator (or de-motivator) is important for both individuals in assessing their own motivations and for leaders in assessing the motivations of the members of their teams (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

In view some of the most interesting aspects of this model relate to the role of perceptions in defining a sense of fairness. Cognitive distortions are not uncommon in the workplace, and their impacts on perception and thus motivation are fascinating, though we don't look at them much here. You can read more on cognitive biases and how we think in the relevant pages of this website (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Like many models, Adams' equity theory has had some criticisms and challenges. These include challenges to its underlying assumptions (which we've not covered here) and to its applicability in the real world. These challenges may be valid as much of the assessment around it has been undertaken in laboratory settings. There appear to be fewer criticisms though of the equity model than of some of the earlier content based models of motivation. It seems that overall the equity model is generally well accepted (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

In summary, we're big fans of the equity model. We think it provides a simple way to think about motivation and fairness in work. It also provides some clear guidance on how individuals, leaders and organizations should behave. We think most people would benefit from reading about it and learning from it (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

A Summary of Adam's Equity Theory of Motivation:

Adams' equity theory of motivation says that to be motivated, individuals need to perceive that the rewards they receive for their contributions are fair, and these rewards are similar to those received by their peers. If individuals perceive that their rewards are not fair, they will feel distressed and try to change things to create a sense of fairness (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Adam's equity theory is a process model of motivation. It says that the level of reward we receive, compared to our own sense of our contribution, affects our motivation. The theory considers the concept of equality and fairness, as well as the importance of comparison to others (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

At its core, Adams' theory says that individuals want a fair relationship between inputs and outputs. What this means is that they want the benefits (rewards) they receive from work to seem fair in relation to the inputs (contribution) that they provide. Similarly, they want the rewards that others receive for their work to be similar to the rewards that they themselves would receive for the same level of contribution (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Fairness - is a key part of Adams' Equity Theory of Motivation People want to work in a just and fair organization. Put simply, Adams' equity theory says that people want fair compensation for inputs across the working population of which they are members. When this is the case, individuals

may remain motivated. When it ceases to be the case, individuals may cease to be motivated (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Contributions and benefits

Adams' Equity Theory of Motivation says that the relationship between an individual's inputs (contribution) and their benefits (reward) is important for their sense of fairness and equity, thus for their motivation. To make more sense of this though, we need to understand what types of things constitute both inputs and benefits (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Contributions (inputs or costs):

Inputs can be thought of as the things that an individual does to help an organization achieve a goal. The things that the individual contributes to the organization. Often the first thing that springs to mind is the time that an individual spends working. However, there is actually a lot more to it than just this (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).
There are many different types of factors that can be thought of as inputs. These include: time, education, prior experience, effort, loyalty, hard work, adaptability, resilience, flexibility, determination, enthusiasm, adaptability, tolerance, support of others and trust and the willingness to follow leaders. Captured in these inputs are both physical labor and a wide range of things considered to be emotional labor. Basically, any time an individual contributes effort or exerts psychological effort to help an organization achieve a goal can be thought of as contribution (Cited in *www.theworldofworkproject.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Benefits (outputs or rewards)

Benefits are the things that an individual receives as a result of helping an organization achieve a goal. These are the things that the individual receives from the organization, or agents of the organization. Often, the

first thing that springs to mind is salary, or other financial contribution for time. However, there is actually a lot more to it than simply remuneration (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

There are many different types of factors that can be thought of as inputs. These include: salary, benefits, job security, structure and routine, recognition, responsibility, a sense of community, praise, thanks and recognition, stimulating work, education and development, pride, the opportunity to progress and purpose. Basically, anything that an employee receives and sees as making a positive contribution to their life is a benefit (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

The things that need to be fair

Adam's Equity Theory of Motivation introduces the idea of fairness and the idea of comparison. For a working relationship to be considered equitable it needs to pass two tests:

- Firstly, individuals need to feel that the reward they receive for their contribution is intrinsically fair.
- Secondly, they need to feel that the levels of rewards that they receive (relative to their contributions) are similar to those received by their peers in the organization.

If both of these tests are passed, then a fair and equitable working arrangement may exist. Consequently, individuals will probably be motivated.

Test 1: The equity of reward and input

The first test of equity that needs to be considered is the relationship between an individual's contributions and their rewards. For individuals to feel a sense of fairness, they need to perceive that the benefit they receive from their organization is appropriate for the level of input that they've contributed to their work. The sense of what a makes a fair reward

is probably shaped by societal and social norms. When individuals consider the fairness of their reward they probably make comparisons to other careers and industries. These are sensible comparisons as these are other ways they could choose to allocate their time and effort. When an individual feels that their rewards are commensurate with their contributions, they will feel they are being fairly treated. As a result, they will probably be motivated (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

Test 2: The equity of reward and peer reward

The second test of equity that needs to be considered is the relationship between an individual's return on contribution, and that for their peer group. This process of benchmarking is knows as social comparison. For individuals to feel that things are fair, they need to feel that the benefits they receive per unit of contribution are similar to the benefits that their peers receive for a comparable unit of contribution. When this is the case, individuals may feel that they are being treated fairly and be appropriately motivated (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

What happens if things aren't fair?

Things may be unfair if there is a gap between expectations and reality. Adams' Equity Theory of Motivation says that people experience "distress" when things are perceived as not being fair. Furthermore, the greater the level of unfairness that people perceive, the greater their levels of distress. Generally speaking, when people find something to be unfair, they look to return it to a state of fairness. This effort to return to fairness can be achieved in two different ways. Either the actual levels of contribution can be adjusted (e.g. by changing roles or levels of effort), or the perception of how much is being contributed can be adjusted (by adjusting the values placed on different people's contributions). This process of adjusting perceptions is often known as cognitive distortion (you can read more about cognitive biases here). Both of these methods of responding to

distress have the same effect for the individual involved. They may, though, have different impacts on others within the peer group (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

Individuals who feel over compensated

It might seem strange that individuals who perceive that they are overcompensated for their contributions feel distress, but they do. Individuals in this situation often feel a sense of shame or guilt for their circumstances and seek to reintroduce a sense of fairness. The ways that they seek to achieve this fairness, though, differ. Some individuals may increase their effort without looking to increase their reward. If they do this they may consequently feel that they have fairly earned their reward. This approach is fairly healthy both for the individual and for their peers. Other individuals, though, may address the same problem in a different way. Instead of changing their actual contributions, they may (unconsciously) adjust their perceptions of the relative values of the contributions that individuals are making. This is done through a process known as cognitive distortion (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

They may seek fairness through the cognitive distortion route in two different way. They can either:

- Inflate their perception of what they contribute to the organization, or
- Deflate their perception of what others contribute to the organization.

While inflating what you think you're worth and deflating what you think others are worth will both help resolve a sense of unfairness and the distress that comes with it, these solutions are often unhelpful in the long run. The cognitive distortions that they create will often be shattered when the inevitably move into a new peer group. In a new group they'll need to re-baseline themselves and may learn uncomfortable truths (Cited in

www.theworldofworkproject.com;
www.regi.tankonyvtar.hu>0300.scorm/).

Individuals who feel under compensated

Many people can relate to the feeling of being under appreciated or undervalued at some point in their life. It comes as no surprise that when this happens people feel distressed. Individuals in this situation often feel a sense of humiliation, anger or injustice. When this is the case individuals are often driven to try to reintroduce a sense of fairness (Cited in *www.theworldofworkproject.com;* *www.regi.tankonyvtar.hu>0300.scorm/*).

Sometimes we don't feel compensated for our time.

The ways that individuals seek to reintroduce this fairness, though, differ. Individuals may look to change their levels of contributions and rewards so that they are once again fair. They may increase their rewards by renegotiating within their current job or by getting a new job. Alternatively, they could reduce their contribution until it feels commensurate with the level of reward they currently receive. Alternatively, some individuals instead change their perception of their contribution and reward, again through the process of cognitive distortion. They may inflate their perception of the contributions of others and deflate their perception of the value of their own contributions until their perceptions align with their sense of reality. This can be an unhelpful and uncomfortable process for the individuals involved and may lead to loss of self-esteem and confidence (Cited in *www.theworldofworkproject.com;* *www.regi.tankonyvtar.hu>0300.scorm/*).

What the model means for individuals

Adams' Equity Theory of Motivation says that when individuals perceive that they are not fairly rewarded for their contributions that they will feel a sense of distress. From an individual's perspective it's therefore clear that equality and fairness are important. To ensure you don't feel a sense of

distress in the workplace you need to ensure that the reward you receive feels commensurate with the contributions you make to your organization. It's often worth taking some time to think about this and, if things don't feel fair to you, reflecting on how you'd like them to change. Once you've determined what needs to change for you to feel a sense of equity, it's worth discussing these changes with your line manager to see what changes might be possible. Of course, if things seem too far out of kilter, it may be worth looking for a new role (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

What the model means for organizations

Adams' Equity Theory of Motivation has been popular in the world of work and adopted into the HR thinking and the decision making processes of many organizations. The underlying premise of the model, that fairness is important for motivation, helps shape how organizations think about their relationships with their employees. Many organizations believe that organizational fairness and justice in their dealings with their employees is highly important for engagement, motivation, employee retention and overall productivity (Cited in *www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/*).

What the model means for leaders and managers

It's important for leaders to treat others fairly.

Adams' equity theory says that perceived fairness of rewards and contributions across peer groups affects motivation. What this means from a leadership and management perspective is that a sense of fairness should be created within a team to ensure the best levels of motivation, engagement and performance. There are two ways that this can be done. The first is by addressing the actual relationship between contribution and reward, and the second is by addressing perceptions. To address the actual relationship between contributions and rewards, leaders and managers should work hard to ensure they are equitable in the treatment of their

employees. They should avoid favorites, compare employees to benchmarks, give individuals equal opportunities to demonstrate their capabilities and share recognition fairly as merited. They should also ensure that they call out negative behaviors and address these too, as not doing so also contributes to a sense of unfairness (Cited in www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/).

To address the perceptions around the relationship between contributions and rewards, leaders and managers should strive for transparency over what each member of their team is contributing. When individuals lack this type of information, they often fill that information void with speculation that isn't helpful. To overcome this leaders and managers should ensure their teams are kept as well informed as possible. They should also work hard to establish a culture of fairness, celebrate acts of fairness, capture values around fairness and tell stories that relate to fairness (Cited in www.theworldofworkproject.com; www.regi.tankonyvtar.hu>0300.scorm/).

Criticisms of Adam's Equity Theory

The equity theory has generated extensive research, with many of the results being supportive. The theory recognizes the influence of social comparison processes on motivation. Individuals are concerned not only with the amount of rewards they receive for their efforts but also with the relationship of this amount to what others receive. Equity motive tends to be one of the important motives with the employees. Lastly, compared to the other theories, the equity theory adopts a realistic approach to motivation. This theory postulates that a major share of individual behavior is based on the perceived situation rather than on the actual set of circumstances. Such a hypothesis is proved correct by several findings which indicate that it is the perceived equity or inequity of the situation that stimulates motivation and satisfaction (www.yourarticlelibrary.com).

There are some practical difficulties also in applying equity theory e.g.

    i.   How does a person choose the comparison other?

ii.   How to assess the perception of people about inputs/outcomes relationships?
iii.   Is a given factor an input or an outcome e.g. responsibility?
iv.   Under what circumstances will each method of inequity resolution be used?

Regardless of these problems, the equity theory continues to offer us some important insights into employees' motivation. The managers find it very useful in managing and motivating people through equitable rewards (www.yourarticlelibrary.com).

Vroom's Expectancy Theory of Motivation

Vroom (1984), made an important contribution to the understanding of the concept of motivation and the decision processes that people use to determine how much effort they will expend on their jobs. Criticizing Herzberg's two factors theory, he said that a person's motivation towards an action at any time would be determined by an individual's perception that a certain type of action would led to a specific outcome and his personal preference for this outcome. This model is based on the belief that motivation is determined by the nature of the reward people expect to get as a result of their job performance. Because man is a rational human being he will try to maximize the perceived value of such rewards. People will be highly motivated if they are made to believe that if they behave in a particular way, they will receive a certain type of outcome according to their personal preference (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).
There are three variables in Vroom's (1984) model given in the form of an equation. Since the model is a multiplier, all the three variables must have high positive value to imply motivated performance choices. If any of the variables is zero, the probability of motivated performance tends to be zero.

Vroom's Model Variables
- Valence
- Expectancy

- **Instrumentality**

All these three variables are explained as follows:

1. Valence:

Valence means the attraction (or repulsion) of an outcome to the individual. Whenever an individual has preference for a reward valance is the strength of that preference. The valence is something subjective and varies from person to person. Valance is deemed to be positive for an individual if he prefers attaining the outcome to not attaining it.

Valence is zero, if the individual is indifferent towards the outcome and the valence will be negative if the individual prefers not attaining the outcome to attaining it. In simple words we can say that the worker must value the reward as desired and satisfactory. It is not the actual value of the reward, but the perceived value of the reward in the mind of the worker which is important. For example, a person who is more interested in getting recognition for the hard work will not have any valence for cash reward (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).

2. Expectancy:

Expectancy is also referred to as the Effort-Performance Probability. It refers to the extent to which the person believes his efforts will lead to the first level outcome i.e., completion of the task. Expectancy is the probability that a particular action will lead to the outcome, it is the perception in the mind of the individual of the likelihood that a particular action or behaviour will lead to a certain outcome. Since it is an association between effort and performance, its value can range between 0 and 1. If the individual feels that the probability of achieving an outcome is zero, he will not even try. On the other hand, if probability is higher, he will put more efforts to achieve the desired outcome (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).

3. Instrumentality (Performance-Reward Probability):

Instrumentality refers to the probabilities attached by the individual to each possible performance- outcome alternative just as the individual previously assigned probabilities to various levels of effort leading to different levels of performance (expectancy). In simple words,

instrumentality refers to the belief and expectation of a person that his performance will lead to a particular desired reward. For example, if an individual wants a promotion and feels that superior performance is very important in receiving the promotion. Superior performance is the first level outcome and the promotion is the second level outcome. Superior performance (First level outcome) will be instrumental in obtaining the desired promotion (Second level outcome). The value of instrumentality also varies between 0 and 1 as it is also the probability of achieving the desired outcome (*www.yourarticlelibrary.com*; *www.regi.tankonyvtar.hu>0300.scorm/*).

Vroom's Expectancy Theory

As the relationship suggests, (Motivation = V x E x I) motivational force will be highest when all the three factors are high and the force will be reduced when any one or more of valence, expectancy or instrumentality approaches zero. Vroom's model can also be depicted graphically as given in the figure.

The management must recognise and determine the situation as it exists and take steps to improve up on these factors for modification of behaviour, so that highest value can be achieved individually (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).

Management for example, can deal with the different situations in the following way:

(i) Low Effort-Performance Expectancy:

Reasons:

Lack of necessary skills & training, so that the workers do not know that their extra efforts will lead to better performance.

Steps to be taken:

Management should provide opportunities for training to improve skills in order to improve effort performance relationship.

(ii) Low Performance-Reward Instrumentality Relationship:

Reasons:

Reward policy may be inconsistent and may depend upon factors other than performance which the worker may not be aware of or may not consider fair.

Steps to be taken:

Management should re-evaluate the appraisal techniques and formulate policies that strengthen this relationship as just and equitable.
(iii) Low Reward-Valence:

Reasons:

The rewards may not be desirable for the workers. Some workers may find monetary rewards desirable while some others may value recognition more.

Steps to be taken:

Management must investigate the desirability of the rewards which are given on the basis of performance (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).

Evaluation of the Expectancy Model:

Vroom's theory has become very popular and it has provided an alternative to content theories, which according to him, were inadequate explanations of complex process of work motivation (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).
The plus points of this theory are:
 (i) The expectancy model is highly useful in understanding organisational behaviour. It can improve the relationship between the individual and the organisational goals. This model explains how individual's goals influence his efforts and like need-based models reveal that individual behaviour is goal oriented.
(ii) The expectancy theory is a cognitive theory, which values human dignity. Individuals are considered rational human beings who can anticipate their future on the basis of their beliefs and expectations.

(iii) This theory helps the managers in looking beyond what Maslow and Herzberg implied. According to him motivation does not mean satisfying the unsatisfied needs. The managers must make it possible for an employee to see that effort can result in appropriate need satisfying rewards. This level of expectations will improve the motivation to work.

Despite these plus points, there are some drawbacks of Vroom's expectancy model as given below:

(i) Vroom's theory is difficult to research and apply in practice. This is evident by the fact that there have been a very few research studies designed specifically to test Vroom's theory.

(ii) This theory assumes man to be a rational human being who makes all the decisions consciously. But there are numerous instances where decisions are taken with no conscious thought. This is particularly true for routine jobs.

(iii) Although, it is an important theory of motivation but it is quite complex. Many managers, in actual organisational situations, do not have the time or sources to use a complex system on the job. To conclude, we can say that from the theoretical point of view, this model is a step in the right direction, but from practical point of view, it does not help the manager in solving the complex motivational problem (www.yourarticlelibrary.com; *www.regi.tankonyvtar.hu>0300.scorm/*).

Conclusion

It is concludes based on the findings of the study that motivating the workers and when due is everything to enhance the worker's performance and improve the organizations productivity. Though, the study observed that not all motivation incentives are appropriate and consistent to all every employee, it is depending on the nature of the work, organizations, professions and the individuals wishes and desires. Most often, the factors said to be motivating and influencing employees in organization may demotivate and demoralize worker's in another organization due to the individual differences, as similar to the adage which goes that one-man meat is another person poison, as these wise saying is evident and glaring in the wave of improving worker's commitment and organization's productivity. Therefore, considering employees key wishes, needs and desires before designing a motivational package is paramount significant,

hence identifying what they cherish much is part of the solution for improving their performance and in turn favour the organization set goals and objectives (Field Survey, 2020). The study further critically observed and concludes that medical doctors absenteeism during working scheduled was in Maiduguri Specialist Hospital Borno State and Umoru Shehu Ultra-Modern Hospital Bulukumtu, Maiduguri, Borno State were the consequences of shortages of doctors quarters, shortages of licensed medical doctors, work overloads, lack of payment of their locum allowances, lack of promotions as well as lack of available serviceable emergency ambulances are some of the key factors responsible for their demoralized attitudes believed to have affected the health care service delivery at both health care sector or hospital under study. The study also noted the need to increase the number of the health care facilities as the X-ray and scanning machine and other related physiotherapy devices. However, the researchers strongly recommended the leadership of Governor Baba Gana Umara Zulum for procuring world class standard healthcare facilities and equipments fault challenges clients or patients pressure, since there are well-trained personnel to handle the facilities at both hospitals (Field Survey, 2020). Finally, the study concludes that for any organizations to succeed, its workers' needs and desires must be top priority of organizational managers. Without appropriate and consistent motivations, employee's commitment towards the job assigned and the organization is boring and ineffective at the detriment of the organization set goals and objectives. In view of that motivational package is necessary and inevitable ingredients influencing workers to perform well and achieve organizational set goals and objectives (Field Survey, 2020).

Recommendations:
Based on the findings of the study, the following recommendations are made to improve the medical doctors efficient and effectiveness in delivery of healthcare services in Maiduguri Specialist Hospital and Umoru Shehu Ultra-Modern Hospital Maiduguri, Borno State, Nigeria.

1. That Borno State Government should provide available decent accommodations to all its medical personnel in order to increase their healthcare service delivery.
2. That Medical Personnel's promotion should be effected as when due so as to boost their morale and commitment to their primary responsibilities healthcare service delivery, as

3. Non-implementation of promotion benefits is seriously demoralizing and discouraging the medical Doctors and other para-medical health care workers to be punctual during working hours.
4. That Borno State Government should endeavor to start paying the locum allowances and other related bonuses of medical practitioners (Doctors) in order to put in their all best to serve patients efficient and effectively.
5. That additional new brands ambulances are needed at both hospitals for emergency referral of patients and conveyance of medical doctors as when the need arises.
6. Although, Government has procured all the necessary healthcare facilities and equipments, but extra equipments like X-ray and scanning machines are highly needed at both hospitals in order to accommodate services delivery pressures as the client pressure on the existing machines are not sustainable.
7. That more licensed medical doctors are needed at both hospitals to minimize the stress and work overloads of the existing medical personnel.
8. That Government should strongly warn or punish the medical physicians (doctors) from attending patience at their private clinics during their primary assignment working hours.

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