

MOTIVATION AS A TOOL FOR EFFECTIVE MANAGEMENT IN PUBLIC SECTOR ORGANIZATION

(A Case Study of University of Ilorin Teaching Hospital (UITH))

BY

AFOLAYAN SHUKURAT KIKELOMO
HND/20/PAD/FT/234

BEING A RESEARCH PROJECT SUBMITTED TO

**THE DEPARTMENT OF PUBLIC ADMINISTRATION,
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES (IFMS),
KWARA STATE POLYTECHNIC ILORIN**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT OF
THE AWARD OF HIGHER NATIONAL DIPLOMA (HND)
IN PUBLIC ADMINISTRATION**

JUNE, 2022

CERTIFICATION

This project has been read and approved as meeting the requirements part of the Department of Public Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Public Administration.

MR. BABAITA T.A
PROJECT SUPERVISOR

DATE

MR. OLOWOOKERE A.O
PROJECT COORDINATOR

DATE

MR. BABAITA T.A
HEAD OF DEPARTMENT (H.O.D)

DATE

EXTERNAL EXAMINER

DATE

DEDICATION

This project is dedicated to Almighty Allah (SWT), His prophet and my lovely parent.

ACKNOWLEDGEMENTS

I give all glory and adoration to Almighty Allah for sparing my life to this moment and for bestowing on me grace, good health, indefatigable zeal and knowledge for giving me the privilege to see the beginning and the end of my National Diploma (ND) programme and my Higher National Diploma (HND) programme. To this effect, therefore, I say may all glory, honour, praise, adoration and thanksgiving to described to Him (the Almighty Allah).

My gratitude goes to my amiable supervisor Mr. Babaita T.A for his supervision and concentration made during the project work, may God bless him abundantly and his family (Amen).

My appreciation goes to my dearest parent Mr. and Mrs. Afolayan Abdulrasaq for their immeasurable support and who give me the basic necessities of life to ensure the attainment of my ND programmes and my HND programmes may God bless you, keep you, give you good health, may you never eat the fruit of your labour on a sick bed, may God make you whole, give you the grace to enjoy life to the fullness, no matter how long you live, may you never witness the death of any of your children in the Almighty God (Amen)

I also appreciate the great contribution of my family; Mr. Afolyan Abdulrasaq Adebayo, Abdulrasaq Afusat Ejide,, mummy Mubaraq, Mummy Beeshola, Mummy Islamiyat, Mummy Roqeebah.

I also acknowledge the support, advice and concern of Mr. Afolayan Abdulrasaq and Mrs. Abdulrasaq Afusat and my lovely brother Afolayan Ismail Olamilekan and thanks to my dearest husband Ibrahim Lukman throughout my day in school.

Finally, my appreciation goes to my friends; Dada Fatimoh, Olatunbosun Mary, Ali-Kolawole Yetundem, Adam Sarah, Ayanda Olasunkanmi and my lovely wife Abdulrasheed Ayobami Shukurat and to all my Public Administration students, thanks to you all and I love you all.

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CHAPTER ONE

1.0 BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Human resources can be said to be the life wine of any organization. They are the Chief resources used by organization towards achieving their goals, the workers in any organization are referred to as the human resources, and the success of failure of organization depends largely on them.

Man is very importance factor of production. Technology is something that is designed by man, there human beings are needed in all facets of manage both personal and materials resources collectively to achieve high productivity.

Motivation is one of the most effect ways to bring out the best in workers and for workers to give their best there is the need for them to be motivated. Motivation is the mean which a manger uses on his subordinates to get job done at a certain goal. There are many theories stated by social psychologist relating to the system that can be used by government to achieve the set up goods from the civil servants.

Many researcher and scientist, for example Fredric Taylor, Henry Fayol, Abraham Maslow, etc contributed to the concept of management their finding which was based on experience showed how dependent an organization is on its workers and the need for them to be motivated in order to achieve the organization stated goals.

Motivation therefore is a vital function of management which it uses to in obtain maximum performance from the workers and with which it studies why human being behave in a particular way at a particular time.

The essence of motivation in public sector organization is to check on the civil servant welfare and to make sure that job opportunity is proved to unemployed workers in order to enhance high productivity. Motivation cannot be seen but the presence or absence can only be assumed base on observation of the workers behaving since an establishment will be character by patterns of human relationship, states, job responsibility records and right that will either help or hinder the achievement of the goods.

1.2 STATEMENT OF THE PROBLEM

Discovering what motivates your staff is one of the most challenging expectations of management. Everyone is motivated, but for their own reasons, not necessarily yours.

Miscalculating what factors motivate your employees can result in unrecoverable damage to productivity, morale and business.

In fact, business uncertainties have become the order of the day. The reasons for these are numerous, among them are:

- Bad government policies
- Corruption nepotism
- Tribalism
- Labour relation problem
- Bad societal values
- Lack of motivational plan from the organizations.

1.3 RESEARCH QUESTION

In addition, this research work was embarked upon certain problem raised, the problems are as follow:

- A. What are the factors to be considered before motivational techniques are applied and how many forms of motivational instrument should used at a time?
- B. What are the some of the motivational instrument instruments the organization used to motivate its workers and why do you employees prefer different ways of motivation?
- C. What are the particulars ways an organization can motivate its employees and the effect on the organization when the wrong kind of instrument of the motivation are used?

1.4 OBJECTIVES OF THE STUDY

- The overall goal of this project is to analyze the impact of motivation in achieving the organization goals in Nigeria public sector organizations.
- Another objective of this research work is to explore various writings on motivation.
- To explicate the reason for low productivity level in the Nigeria organizations.
- Furthermore, the research work also aims to examine the reason for how morals of workers in Nigeria public sector.
- Finally, to know the historical background of University of Ilorin Teaching Hospital (UITH), Ilorin.

1.5 RESEARCH HYPOTHESIS

The following research hypothesis shall be tested.

Ho: There is a relationship between motivation and productivity

Hi: There is no relationship between motivation and productivity.

1.6 SCOPE AND LIMITATION OF THE STUDY

The scope of the study will cover the effectiveness of motivation by the management on the sector organization in order to achieve the stated organization goals.

The study is however limited to the University of Ilorin Teaching Hospital (UITH), Ilorin, Ilorin as the case study of the research work.

Another area of limitation is time constraint. Thus, the time allotted for this research work is too short as there are other academic activities requiring attention.

Couple with this is the lack of fund and finally the restriction of movement only to some areas which makes it difficult to cover most of the places.

1.7 ORGANIZATION OF THE STUDY

For analytical simplicity, the research work will be subdivided into five chapters.

Chapter one deals with the introduction, statement of the problem, objectives of the study, significance of the study, scope and limitation of the study, organization of the Study as well as the definition of terms.

Chapter two deals with literature review, theoretical frame work, current trends in thinking summary of the chapter.

Chapter three consists of the methodology, sample and population of the study, sources of data, method of data analysis as well as research problems.

Chapter four deals with data presentation, the introduction, brief history of the case study, sources of data, method of data analysis as well as research problem presentation of data, testing of hypothesis and summary of the chapter.

Chapter five deals with summary, recommendations and conclusion.

1.8 DEFINITION OF TERMS

Effective Management: This is the utmost utilization of human and material resources for the realization of organizational goals and objective.

Motivation: These are psychological impulse stimulated to cause the arousal, direction and persistence of voluntary action towards achieving the organization goals.

Organization: This refers to a plan of action to ensure fulfillment of purpose(s) which a group of individuals has set for the realization, and towards the attainment of which they are collectively harnessing their energies.

Public Sector: This is defined as an indicative of business organizations with an overriding government interest in terms of ownership and management.

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CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

An organization is being established purposely for the accomplishment of specific goals and objective. It has certain aims which it intends to meet at the early stage of its mission but along the line of operation might not work as planned for the realization of the set goals and objectives. When this happens what comes to mind is that how to solve the problems and what can be done to keep the objectives through as planned.

In fact, there is numerous solutions to problems which could be faced by an organization and this include remuneration, incentives bonus etc. but the most important of them all which the organizations usually neglect is motivation, having forgotten that there is no one who would like to work and not be given in return, reward that would justify his/her output. The important of motivation in an organization cannot be over emphasized. Therefore, if an organization is to achieve its aim for the objectives of which it is established, there has to exist a conducive environment in which appropriate incentives as provided for the workers to be able to satisfy their needs and consequently become more efficient and effective in performing their tasks, with the aim of making the organization goals realizable. It could be seen that motivation is concerned with why people do (or refrain from doing) certain things.

Therefore, it is important that organizations pay serious attention to motivation for its employees especially as regard to salary, bonus, medical treatment and life insurance scheme and in other dynamic areas.

2.2 BREAKDOWN OF RELATED LITERATURE

2.2.1 Concepts of Motivation

The term motivation is originally derived from the Latin word “Movere” which means to “Move”. However, this one word is obviously an inadequate definition for our purpose here. What is needed here is a description by which human behaviour is activated. A brief selection of representative definitions indicates how the terms have been used.

The Oxford Advanced Learners Dictionary defines motivation as the process of stimulating the interest of somebody as the process to something”.

Motivation could be defined as the urges, drives, desires, aspiration striving or needs which inspire or propel individual to take certain action.

In other words, Motivation is the energizing of human behaviour simply put the process of stimulating action which is seen as a physiological issue, and concerns itself with the questions as why do people work? What leads to satisfaction at work? Why do people behave the way they do? How can we encourage them to do better? And how can they be motivated.

According to Robert, (A. (1976), Motivation is defined as “the aspiration, drives and needs to human being directly to control or explain their behaviour”. He also sees it as the learning for a particular pattern of behaviours.

Magginson (1973) claims that Motivation “moves one towards a goals” to him, motivation is an inner state that moves entire class of drives, desires, needs, wishes and similar forces.

While Michael J.J sees it as “One which causes, moves an individual towards his goals”

Civil Ford (1975) opines that motivation is “any particular interval condition that tends to initiate and sustain activity”.

Crowt (1963) also opined that Motivation is “the process by which individual learn knowledge, skill an attitude not previously in their report which will fit them to functions as human components in system”.

2.2.2 Current Trends in Thinking

Motivation is a major area in which the management of any organization cannot ignore for effective and efficiency in their undertaking. It is gathered from various motivational theories explored that organization cannot achieve tremendous success except there is a critical study of what motivate workers in an organization. This can be discovered through observation since what motivates Mr. A may not have effect on particular stimulus. In consequence these theories must be viewed with caution and applied while in conjunction with previous experience to the worker concerned.

An overview of UITH motivating programme training is an indispensable tool of improving the staff and professional competence of workers to this end, both public and private organization should endeavour at ensuring that their staff are well

trained on various subject with the aid of seminars, conference and workshops, including formal training of the following qualification, diploma, degree, post graduate diploma and master programmes at both home and overseas institutions in order to enhance efficient programme of their workers.

2.3 THEORETICAL FRAMEWORK

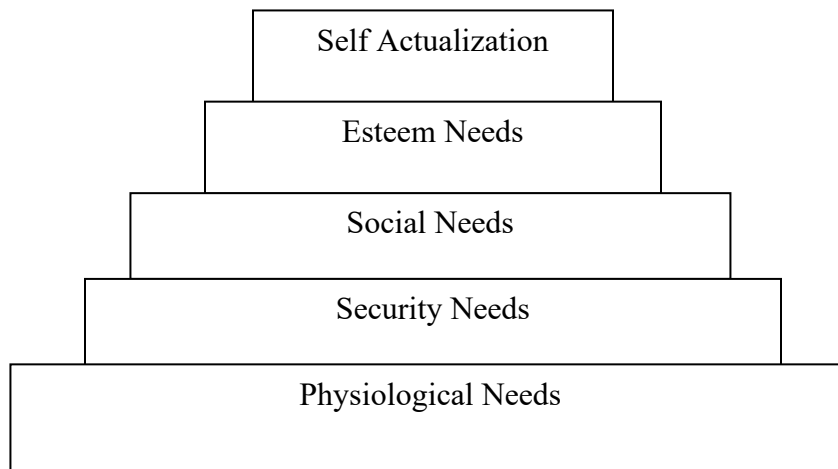
People differ not only in their ability to do but also in their love to do. This Love or will to do (called motivation) depends upon the strength of their motives. Motivation is an internal driving force which results in persisted behaviour directed towards a particular. Thus, people who are driven by a desire to achieve the goal that they perceive as having value to them.

People go to their work places with their individual needs. Needs are accompanied by a state, drive or tension that results in a behaviour being directed towards a goal that will satisfy the need and reduce their tension.

2.3.1 Maslow's Hierarchy of Needs

According to Abraham H. Maslow (1954), "a man is a wanting animal." There is always a need he will want to satisfy, once this is accomplished, that particular need no longer motivates him, he turns to another, again seeking satisfaction.

Maslow propounded that man has a hierarchy of five needs which begins with the basic need of physiological well-being and goes up to realization of one's potential. These needs are physiological, safety, social, esteem and self-actualization and are diagrammatically represented below.



HIERARCHY OF NEEDS

These five needs as claimed by Maslow, is grouped into higher and levels. According to him, physiological and safety needs were described as lower-order needs. He further explained that while lower needs are satisfied externally by things such as wages, the higher order needs as satisfied internally by things such as wages the higher order needs as stratified internally to the person. These need presented in hierarchical for as follows.

- i. **Physiological Needs:** These are basic needs for sustaining human less. They include food, water, clothing, shelter, sleep, warmth etc. if these needs are not reasonably satisfied, human being cannot function normal. For example, a man at the verge of starvation has no though other than food. In fact until needs are satisfied to the degree necessary to maintain life, other needs will not motivate people. These needs are called primary needs which re-satisfied through economic behaviour.

- ii. **Security/Safety Needs:** These needs simply provision against physical danger and deprivation of psychological needs. These are needs for self preservation and assurance for tomorrow. These needs are provided for through a number of means such as job security, pension, insurance scheme, medical benefit, accommodation, etc.
- iii. **Social (Affiliation or Acceptance) Needs:** Man, being a social being, gets much from being with other. There seems to be a deep need to be accepted for many different reasons. One of the most painful punishment human can experience is to be isolated among others. Naturally, man would like to be loved he therefore has needs of association, desire to conform group norms and contribute to its goals.
- iv. **Esteem Needs:** According to Abraham H. Maslow, Once people begin to satisfy their need to belonging, they tends to want to be hold in esteem both by themselves (i.e. self-respect) and by others (i.e. recognition). This kind of needs produces such satisfaction as power, prestige, status and self confidence.
- v. **Self Actualization:** Maslow regards this as the highest need in his hierarchy. It is the desire to become what one personality characteristic. They are referred to as man's desire for self-fulfillment, mainly to the tendency for him to become actualized in what he is. Potentially, a man will continues to be restless unless he does what he is filled for.

2.3.2 Douglas McGregor's Theory X and Y (1960):

Douglas McGregor – responsible for introducing the dual them into the management literature is probably the most quoted in connection with his X and Y assumptions or theories. He proposed that traditional managements were operating on a set of assumption which he labeled theory X.

In his theory X assumptions, Douglas asserts that the average people have an inherent dislike of work and will avoid it if possible for the reason; most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort to attain organization objectives. He further state that the average human being prefers to be directed washes to avoid responsibilities, has relating little ambition and wants security above all.

Douglas deserved that traditional management subscribes heavily on theory X and that the actual practices of many traditional managers can be attributed to the belied. The role of managers according to him therefore is one of command and control.

In disagreement with the assumptions of theory X plus the acceptance of Maslow's concept of five basic needs however led McGregor to formulate an opposing theory which he labeled theory Y as a more realistic assessment of the capabilities of people.

Theory Y states among other thing that people are not the selfish, indolent creature that X suggests but in fact, that;

- Work is a natural phenomenon and if conditions are favourable, people will not only accept responsibilities but will seek it.
- People will exercise self-direction and self-control in the service of objectives to which they are committed.
- The capacity for creativity in solving organizational problems is widely distributed in the population.
- Commitment is a function of the rewards associated with goal attainment.

The management approach according to Douglas is therefore that of developing potential and facilitating people to use their potential towards organizational goals. Neither of these proposition of course can be relied on exclusively to motivate workers positively.

It is very difficult to say which of the two theories is correct but, everything depends on the solution which will represents some combination of the two. Management by direction and control may not however be effective to motivate individual whose physiological and safety needs are reasonably satisfied and whose social, esteem and self-actualization needs are becoming prominent. Therefore people can best achieve goals by directing their own effort towards accomplishing organizational goals if properly motivated.

2.3.3 Argyrols Immaturity – Maturity Theory

This theory was put forward by Chris Argyris during his study of industrial organization to determine the effect of management practices on individual behavior and personal growth within the organization.

According to him, seven changes take place in an individual as he moves from infancy to adulthood, maturity. These changes are highlights below:

- The passive state of infant gives way to the increase/growing state.
- The child is highly dependent but becomes relatively independent as he matures.
- An infant is capable of behaving in only a few ways where as an adult behaves in many ways.
- A child's time prospective is very short, comprising only the present, and adult is longer encompassing the pass, present as well as the future.
- An infant is subordinate to everyone whereas an adult is equal or superior to others.
- Child lack awareness of "self" whereas an adult are sure and able to Chris Argyris content that most organization leads to routine, unchallenging jobs, the workers being viewed as small company in a big machine of course this type of thinking is incompatible with the development of a mature personality.

In short, Argyris observed that management view of workers may be the stumbling block in the motivation process. Unaware one individual who has attempted to shed light this probe by extending measles hierarchical concept and applying to the job is Frederick Herzberg.

2.3.4 Herzberg's Two Factor Theory

Herzberg's chief contribution to motivation theory people attitude to work. He observed that the productivity of an employee was dependent not only on the job satisfaction came from two sets of factors which he named the hygiene factors and true motivators.

Hygiene Factors: These factors, Herzberg claimed that when present in the working environment promote job satisfaction. Their presence remove discomfort or dissatisfaction and the support mental health but in themselves are not the motivators their presence however, do not guarantee motivation but their absence may cause dissatisfaction, hence demodulation. Therefore, they do not represent and sound motivational strategy.

Examples of hygiene factors are pay and allowances, job security, quality of supervision, promotion, physical working conditions, interpersonal relationship.

Herzberg assert that the opposite of satisfaction is not dissatisfaction as it was the general belied. We further stated that removing dissatisfying factors from a job does not necessary lead to job satisfaction. This managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation.

TRUE MOTIVATION: Unlike the hygiene factors that have a positive and longer lasting effects on the worker performance, the motivation factors relate directly to the doing work well done. Their presence motivate worker to superior performance, accept challenging task growth and development. Examples of these factors are the word itself, recognition achievement, possibility of objectives. All of these are concerned with the work itself, rather that its surrounding physical, administrative or social environment.

In his findings, Herzberg gathered that there were times when workers felt – exceptionality good or a time when that felt exceptional bad about their work.

Amazingly, it was discovered that the motivator factors dealing with the work itself were largely mentioned in connection with the time of felling exceptionally good. On the other hand, the times of sealing is very bad and were constituted by a significantly large number of hygiene factors.

It is obvious there that workers are to be truly motivated, the job itself should be used as the major source of the motivation rather than the hygiene factors which can only be use to clean up the environment and prevent dissatisfaction. However, it is widely agreed that satisfaction will be higher when both motivational and hygiene factors are well taken care of.

Herzberg's two factor theory presents interesting ideas but the reader should give attention to the critics. The original study consisting of accountants and engineers given room to the critics. The original study consisting of accountants and Engineers given room to the critics who labeled the theory as unrepresentative of workforce in general.

Nevertheless, the theory has helped to since extent and is applicable to Maslow's need hierarchy to work motivation.

The problem of motivation is stoically human problem. It is very complex and the result of positive attempt to motivate is rarely predictable. What motivate one worker may not have effect an another or may even cause antagonism.

The Herzberg theory is similar to the Maslow hierarchy in that the hygiene factors are related to this higher priority physiological security, and social needs while this motivates correspond to the esteem, e.g., and self actualization needs. The

Maslow theory proposes a continuous rather than disconnected scale of needs where Herzberg theory would not require hygiene factors to be provided as motivators on the job. It is widely believed that satisfaction will be higher when both motivational and hygiene are well take care of.

Maslow believe that satisfied needs no longer as motivator. The motivator subordinate. Managers are therefore encouraged to use a variety of motivational tools to appeal to several motives than one on a few.

The purpose of this chapter is to provide motives then one a basic understanding of the concept of towards other especially in a supervisor to subordinate cases.

In conclusion, one will see that theory X is traditional approach which may be found in any organization. It was stressed that the aim and objective of financial management any level and the very best and effective utilization theory Y maturation and motivation. Those theories are just assumption did not be viewed as opposite cases. They are completely different views of people.

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CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The research method to be adopted in carrying out this research work shall conform with the usual statistical instruments used in surveys and case analysis. Those include the following.

- Questionnaire administration
- Personal Interview its contacts and
- Observation

In addition to the above, reliance will also be placed on information obtained from secondary data or sources which include random sampling of some of the staff of University Teaching Hospital, Ilorin who have been motivated either through upgrading, advancement or conversion, textbooks, seminar, etc.

3.2 POPULATION OF THE STUDY

The targeted population for this research work is workers working in University of Ilorin Teaching Hospital, Ilorin.

3.3 SAMPLE AND THE POPULATION OF THE STUDY

This study is based on the use of Motivation as a tool for effective management in public sector organization and is mainly on the staff of University of Ilorin Teaching Hospital as the sample of the study.

SAMPLE UNIT: For the purpose of clarity, the sample unit chosen is the University of Ilorin Teaching Hospital, Ilorin.

SAMPLE METHOD: The sample method adopted is random sampling. The method is chosen for the following reason:

- Data more easily collected and summarized with greater speed with less cost.
- Result are quickly obtained with a short time
- It allow for detailed observation of the subject under the study instead of the whole population.

3.4 METHOD OF DATA COLLECTION

The source of data collection of this research work is based on the two main sources of information, namely primary and secondary data.

Primary Data: These are raw materials collected by the researcher. They are data collected for a specific purpose and this; they show originally Examples are interview observation questionnaire etc.

Secondary Data: Secondary data are those collected for some other purpose like administration activities textbooks, journals, magazines and so on. However, the data collection instrument used in the project is unstructured interviews.

3.5 METHOD OF DATA ANALYSIS

For analytical simplicity of the data in this project the combination of personal interview, questionnaire and observation has been used.

- **Personal Interview:** This is face-to-face method of data collection which involves some conversation between the interviewer and the interviewee.

- **Questionnaire:** This is form containing one or more questions on a issue or problems which required the respondents to answer in written form. It could be structured questions which required the respondent to answer yes or No unstructured which gives room to the respondents to give his/her opinions or reasons.
- **Observation:** This involves a situation where the researchers observe a phenomenon himself and thereafter describes his finding.

CHAPTER FOUR

4.0 INTERPRETATION AND ANALYSIS OF FINDINGS

Introduction

This chapter attempts to examine the history of the University of Ilorin Teaching Hospital, the aims and objectives of the organization, its roles and status as a teaching hospital and the composition of its board of management.

The various expansion works that took place after the lease agreement was signed and after the general hospital was converted into Teaching Hospital status would also be examined.

All these were conducted to ascertain its conduciveness and the availability of facilities for its new role in the provision of health care delivery, training activities for the medical and paramedical personnel and research purpose.

4.1 BRIEF HISTORY OF UNIVERSITY OF ILORIN TEACHING HOSPITAL (UITH), ILORIN

The University of Ilorin Teaching Hospital formally came into being on May, 2 1980 when the federal government set up its board of management and those of other eleven teaching hospitals were inaugurated on June 13th, 1980 by the Honorable Minister of Health, Mr. Daniel Ugwu.

A unique and intriguing feature in the both of the hospital was the fact that there was actually no hospital in the physical sense for the pioneer to run the first inaugural meeting to the pioneer board of management was held on 14th and 15th of July, 1980 in the Senator Chamber of the University of Ilorin.

The board at that meeting was faced with a lot problem. The most prominent being the directions from the federal Government asking the board to run a teaching hospital without the hospital in the real sense.

The first Major assignment tackled by the board was therefore how to secure the two Kwara State Hospital (Ilorin General Hospital and Maternity Hospital). Following a rather more difficult and prostrated negotiation, the Kwara State Government consented to the release of the Ilorin General Hospital and Maternity Hospital to the management board.

A lease of agreement was signed on September 1st, 1981 between the Kwara State Government and the Federal Ministry of Health to consummate the negotiation.

The agreement was to cover a period of the five years in the first instance as there was provision for renewal.

On October 14th, 1991 the two hospitals were formally handed over to the management board for its full and effective control.

The maternity hospital was built by the colonial government in 1937 as a cottage hospital. It was built along the rail line for wounded soldiers in the warlord war to get treatment. In the year 1942, the hospital started the midwifery grade II school.

The Ilorin general hospital was built by the government of Northern in 1955 to take care of health needs of the people in Ilorin Province.

Prior to the setting up of the management board of the University of Ilorin Teaching Hospital, the university had in 1977 established its medical school known as the faculty of health science.

The first set of undergraduates was admitted into the medical school in 1977 for preclinical studies. This foundation class completed their practical studies in May 1980 just as the management board of the teaching hospital was being set up.

The successful candidates were sent to the University of Benin and Ibadan for clinical studies because there were no adequate facilities in Ilorin.

AIMS AND OBJECTIVES OF THE HOSPITAL

The aims and objective of the hospital had since changed from the provision of primary and comprehensive health care services of the people of Kwara State and the training courses and complex.

The University of Teaching Hospital like other teaching hospital in the country has the following objectives:

- To train medical and paramedical personnel
- To deliver care services
- To serve as referral of the hospitals
- To conduct research

COMPOSITIONS OF THE BOARD MANAGEMENT

In order to increase the efficiency and effectiveness in the performance of its role, the teaching hospital is removed from bureaucratic complexity and inflexibility to operate under a board of management.

The board is charged with the responsibilities of formulating the board policies under which the medical staff and administrative procedures are developed.

The board is finally responsible for Quality of medical staff member, appointment of administrative whose duty is to take charge of the effective day to day operation of the hospital. The extent of services provided by the hospital, the production of services provided by the hospital, the production of country is community investment in the hospital and prudent use of hospital assets and income”.

The importance of the role performed by the board made it monetary that selection of board members must be a board representation of the community.

The first board of management of University of Ilorin Teaching Hospital, Ilorin has one representative each from Oyo State, Imo, Nigeria, Gangola, Kwara and Bornu State. A representative of the Nigeria medical association was also included.

Also included are a representative of Federal Ministry of Health, the Senate of the University of Ilorin, Representative of Vice Chancellor, the Chief Medical Director of the Hospital and the Director administration which is the secretary and recording officer of the board.

EXPANSION WORKS

To make the nearly acquired and temporary teaching hospital acceptable in standard for primary health care and research purpose, a lot of expansion works took place of the two site of the hospital. Means wards were built for specialist and those that set the emotion to accomplish all the board within a short period of time.

Although attempts had been made by the Kwara State Government to raise Ilorin General Hospital to a teaching hospital standard, but the facilities at the two wings of the hospital were inadequate for training and research purpose that is needed at the teaching hospital and where good roads and well service are well taken care of and it was therefore mandatory that a lot of expansion work had to be carried out at both wings of the hospital..

GENERAL HOSPITAL WINGS

Expansion work was carried out at the general hospital wing to the tune of N2.4million in the following;

- Accident and emergency centre
- Consultancy clinic were built
- Laboratory office
- Consulting offices
- Twin theatre
- Main central sterilization service department
- Two Ward blocks
- Side rooms
- Expansion Pharmacy Department
- Construction of hotels for relatives of admitted patient
- Provision of overhead water tanks.
- Construction of Administration blocks

MATERNITY HOSPITAL WINGS

On the maternity hospital wings site, over N1.4million was spent on the expansion work which include the following;

- Twin theatre
- Delivery rooms
- New catering department
- Additional Maternity ward
- Administrative blocks
- Laboratory complex
- New labour ward
- Extension of outpatient department
- Construction of over head tanks
- Mini water supply connection units

In addition to verse expansion works and programme the sum of ~~N~~20,682.84 was spent on the repairs of inherited properties and new ones purchased to reflects the types of medical services obtainable in the teaching hospitals.

UNIVERSITY OF ILORIN TEACHING HOSPITAL

Here is the operational organizational structure that shows the authority relationships. A representative was appointed by the president which falls directly from the federal minister of health. The board of management is responsible to him, while on the other lands, the chief executive of the hospital, who is the chief medical director, is responsible to the board of management. There are two different directorates of clinical and training.

The director of administration is the Head of directorate of administration and is responsible of the chief medical director. The chairman, medical director. The chairman medical adversary committee is the head of directorate of chemical and training and is responsible to the chief medical directory. The internal personal of the people in whom their auditor is autonomous and also responsible to the Chief medical directors.

All unit and department under both the directorate of administration and training are head by competent head of department and are responsible to the head of director.

DIRECTORATES AND DEPARTMENT OF UNIVERSITY OF ILORIN TEACHING HOSPITAL, ILORIN (UTH)

As indicate in the organizational structure above, the establishment to divide into two directorates namely. The directorate of administration is headed by the director of Administration who until the promulgation of decree number 10 of 1985 was the accounts office of the teaching hospital.

Under this directorate there are various department which include central Administration, Accounts/Finance Department security, Stoves, supplier department and laundry department.

The directorate of medical and training is headed by chairman, medical Adversary committee and assisted by undersecretary chemical.

The various departments under these directorates become necessary for the specialties involved in the work and setting of teaching hospital.

These departments are sub-divided into three departments, namely;

- 1) Clinical department
- 2) Service department
- 3) School and training programme department

A. Under Clinical Department we have

- i. Medicine
- ii. Obstetrics and gynecology
- iii. Pediatrics
- iv. Surgery
- v. Laboratory medicine
- vi. Community health
- vii. Radiology

B. Under Service Department we have

- i. Pharmacy
- ii. Medical record
- iii. Central Sterile supply and
- iv. Nursing services.

C. School and Training programme Department Initially, the hospital has no training school for her own apart from community health officers training programmes. However, medical students communities health officers, resident doctors, inter pharmacist, house officers undergo their training in the hospital.

Similarly, student from Kwara State Schools of Nursing and Midwifery and the state school of health technology undergo the clinical attachment in the hospital.

4.2 PRESENTATION OF DATA AND ANALYSIS

This chapter shall be based on data presentation. The data were collected through the administration of questionnaires and are presented in tabular form.

The research study covers both the senior and the junior staff of University of Ilorin Teaching Hospital (UITH), Ilorin. One hundred questionnaires consisting of 11 questions each were printed other 50 copies were properly answered and returned. Below are the tables as were filled by the respondents.

TABLE 1: RESPONDENT UNIVERSITY OF ILORIN TEACHING HOSPITAL (UITH), ILORIN STAFF

RESPONSES	FREQUENCY	PERCENTAGE (%)
To earn my living	50	62.5
To cater for my family	20	25
To improve the productivity of labour	10	12.5
TOTAL	80	100%

Source: Researcher's Field Survey 2022

TABLE 2: RESPONDENT UNIVERSITY OF ILORIN TEACHING HOSPITAL (UITH), ILORIN STAFF

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Yes	75	94
No	5	6
TOTAL	80	100%

Source: Researcher's Field Survey 2022

**TABLE 3: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
To achieve organization goals and objectives	20	25
Because of strict supervision	15	18
For the fear of punishment	10	12
Because of the reward they hope to receive	35	45
TOTAL	80	100

Source: Researcher's Field Survey 2022

**TABLE 4: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Yes	50	63
No	30	37
TOTAL	80	100%

Source: Researcher's Field Survey 2022

**TABLE 5: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Merit principles	40	50
Seniority	25	31
Good Father	15	19
TOTAL	80	100

Source: Researcher's Field Survey 2022

**TABLE 6: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Cheated	20	25
Unappreciated	40	50
Discouraged	20	25
TOTAL	80	100

Source: Researcher's Field Survey 2022

**TABLE 7: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Yes	75	94
No	5	6
TOTAL	80	100%

Source: Researcher's Field Survey 2022

**TABLE 8: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Yes	45	56
No	35	44
TOTAL	80	100%

Source: Researcher's Field Survey 2022

**TABLE 9: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE (%)
Yes	80	100
No	-	-
TOTAL	80	100%

Source: Researcher's Field Survey 2022

**TABLE 10: RESPONDENT UNIVERSITY OF ILORIN TEACHING
HOSPITAL (UITH), ILORIN STAFF**

RESPONSES	NUMBER OF RESPONDENT	PERCENTAGE
Agreed	10	12.5
Strongly Agreed	70	87.5
Disagreed	-	-
Strongly Agreed	-	-
TOTAL	80	100

Source: Researcher's Field Survey 2022

4.3 ANALYSIS OF DATA

The analysis of various information gather from respondents was carried out by using a mathematical method called the percentage. The percentage was to analyze respondents to personal information.

Consequently, the row score from the questionnaire was collected, arranged in tabular form (see above) to facilitate the performance of the statistical test.

Table 1 (From 4.3 above) shows that respondents who work to earn their living are longer than the rest.

From table 2 above, most of the respondents are: 337.5%

From 3 above, shows that staffs who are committed to their work because of the reward they hope to receive are larger than the nest.

From table 4 above, most of the respondents are Yes.

Table 5 above shows that respondent who feel unappreciated are larger than the rest.

From table 6, most of the respondents (40%) support merit principle.

Table 7 shows that most respondents support Yes.

Table 8 shows that respondents with Yes are the largest.

From table 9, it is the winner that takes it all affairs as all respondents support Yes.

Table 10 above shows that most respondents are encouraged.

4.4 DISCUSSION OF FINDING

Taking a brief look at the main findings obtained from the analyzed data based on the questionnaire administered on sample population of the staff of University of Ilorin Teaching Hospital (UITH), Ilorin, it has been discovered that people work essential to earn income for living. This implies that people do not like to work ordinary but work because it serves as a tool to get them their means of livelihood it is a sort of means to earn and not to earn it itself.

This attests to the assumption that there are some intangible or physiological factors that motivate behaviour in certain ways.

Analysis of the finding also revealed that good promotion system which enables workers to get elevated at when due constitutes a motivating factor and a boost to the workers' morals.

The study also revealed that majority of workers value training and manpower developed programme as vital tools for motivation. Since all these will only get them attached to their job thereby leading to better performance and thus enhancing their productivity.

Thus, it has been ascertained from the study that motivation factors like monetary rewards, promotion training, adequate welfare facilities and a conducive working environment all have positive influence on employee behaviour and performance on their job, these factors induce workers' interest and enhance their efficiency towards the achievement of organization objectives and in return to the assumption that a management is as efficient as its staff.

CHAPTER FIVE

5.0 SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 SUMMARY OF FINDINGS

Base on the finding of this research, a number of factories militate grossly against the public administrators towards achieving effectiveness in the public service. These factors include lack of proper training, lack of motivation, inadequate communication, faulty and frequent posting, and incompetent supervision aid lack of capital among others.

It is therefore obvious that the most urgent course of action which is pre-conditioned for effectiveness and efficiency in the entire workforce in the public service. Government most now device measures convincing enough to give public administrations a sense of pride in their work and career to create in a feeling of belonging and foster in them a sense of participating in the task of nation building.

Those can be achieved through the introduction of modern management techniques like management by objectives (MBO) in the public sector.

Also, it can be safely predicted that civil servants performance can be immensely enriched and enhanced of motorization and communication and to allow personal develop in their hierarchically improving leadership quality.

5.2 CONCLUSION

This research work shows that man is central to any organization. His values are in cemented and self-generated. Therefore, effective management of man (resources) is the hallmark of any successful organization.

However, this research study is not exhaustive enough to proffer solution to the problem facing public service. Therefore, there should be more research on the effectiveness of public administrators in the public service since no research is our exhaustive.

5.3 RECOMMENDATIONS

From the finding of this study it has been revealed that in order to get maximum efficiency from workers of public establishments, a lot of improvements need to be embarked upon by the personnel management especially in the general welfare and working conditions of the staff. Through the management has been trying their best within available economic resources to satisfy their staff, it is pertinent to point out that it appears as if current efforts under prevailing circumstance is still as far cry from workers expectations and needs.

Therefore, the followings may be imperative for the management to create mutually conducive atmosphere within which operate is can successfully lead to achievement of the organizational goals and objectives.

A total review of financial incentive policy with a view to introducing allowance (e.g. end of year bonus, incentive allowance etc.) to the public sector to compete with what is obtained in the private sector. This is necessary because of the

present feelings among the workers that their earnings from the organizations are not commensurate with the services they render and are not adequate to meet up even their basic physiological/ needs. As the economic situation improves, it is suggested that the organization explores the more liberal use of loans (be it vehicle, housing or contingency) to attract the workers.

It is suggested that promotion in the organization should be based strictly on the principal of performance merit or other justifiable criteria which must be strictly adhered to. This is important because a hardworking worker obviously expects to be appropriately rewarded with promotion. If this is moral is not to be done-penned promotion should not be based on sentiment or nepotism.

Training has been discovered to be an important factor in the motivation of performances. It has been revealed that giving workers the essential needed confidence arising from developed knowledge and the new skill acquisition which are vital to standard performance. It is therefore advocated that the organization training policy should be liberal to all staff. It has also been suggested that the quality of staff welfare workers morals. Delay and inadequacies noticeable should be checked and innovation should be embarked upon to induce workers and staff of the public sector. It is equally suggested that all the end of every year, get together gathering should be organized by the management

Where both the staff and the management interact for better social relationship. This can have far reaching positive psychological effect on the workers especially when some form of prizes goes along the exercise. This gives workers especially the junior staff a good sense of belonging in the organizations.

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