



Article

# Investigating the Influence of Motivation on Employee's Job Performance in Federal Medical Centre Jalingo, Taraba State, Nigeria

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**Abstract:** This study investigates the influence of motivation on employee's job performance in Federal Medical Centre Jalingo, Taraba State. With the aid of the study objectives, two hypotheses were formulated in the study. A sample size of 334 was adopted from the population of the study using Taro Yamane formular for sample size determination. The proportionate sampling technique was used in the study to determine the number of respondents drawn from each of the departments in the FMC, Jalingo, Taraba State, Nigeria. The summation of all the responses were presented using frequency distribution tables and simple percentages. In addition, the mean analysis was used to analyze the data generated from the field while the multiple regression statistical tool was used to test the hypotheses formulated in the study. The findings reveal among others that, motivation in the form training and development programmes has a significant impact on employee's job performance in FMC Jalingo, Taraba State, Nigeria. The study concludes that motivation in the form of training and development programs and prompt payment of staff salaries and basic entitlements influences employee's job performance in FMC Jalingo, Taraba State, Nigeria. The study recommends among others that, Federal Medical Centre Jalingo, should continue to motivate its employees through training and development programmes in the form of seminars, workshops, conferences etc. By so doing, the skills, values, and knowledge of the employees would improve which in turn leads to enhanced employee's job performance and greater overall job satisfaction.

**Keywords:** Motivation, Employee, Job Performance, Federal Medical Centre Jalingo, Taraba State, Nigeria

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## 1. Introduction

Motivation is a complex psychological concept that refers to the internal or external factors that drive individuals to initiate, sustain, and direct their behaviour towards achieving specific goals or objectives [1]. It is the force that underlies our actions and choices, influencing our level of effort, persistence, and enthusiasm in pursuing tasks or activities. Motivation can be intrinsic, arising from personal interests, values, or a sense of fulfillment, or extrinsic, driven by external rewards or consequences. Because of the widespread consensus that the degree to which an employee is motivated has a substantial bearing on the quality of their work, the study of motivation in the context of organizational psychology has received a great amount of attention in recent years [2].

According to Nuraini, employee performance is undeniably a linchpin in the success of any organization, but its significance takes on heightened importance within the

healthcare sector [3]. The implications of employee performance in healthcare are far-reaching, extending beyond mere productivity and profit margins. The lives and well-being of individuals are inextricably linked to the competence and dedication of healthcare professionals. As argued by Herzberg's Two-Factor Theory, job satisfaction and dissatisfaction are not on the same continuum but represent distinct psychological states [4]. Dissatisfaction results from "hygiene factors" such as salary and working conditions, while satisfaction stems from "motivational factors" like recognition and achievement. In the healthcare setting, where the stakes are so high, addressing both aspects becomes imperative. An environment that combines adequate compensation and motivation through recognition can inspire healthcare workers to perform optimally, ultimately translating into improved patient care outcomes [5].

Creswell et al. opined that the healthcare sector is inherently demanding, characterized by long working hours, high stress levels, and the need for constant skill upgrading [6]. To navigate these challenges effectively, healthcare professionals require more than just monetary compensation. As asserted by Deci and Ryan's Self-Determination Theory, intrinsic motivation, driven by factors like autonomy, competence, and relatedness, is a potent force in enhancing employee performance [6]. In healthcare institution, where the lives of patients depend on the actions of medical practitioners, tapping into this intrinsic motivation can make a substantial difference. In the context of Federal Medical Centre, Jalingo, the link between employee motivation and performance becomes a critical focal point for management to ensure that not only are the basic needs met but also that healthcare professionals are intrinsically motivated to deliver their best.

Motivating healthcare professionals presents a complex challenge due to the distinctive characteristics of the healthcare sector [7]. One critical factor is the inherent emotional and psychological toll of healthcare work, often involving life-and-death decisions and high patient expectations, which can lead to emotional exhaustion and burnout. Additionally, healthcare professionals frequently face time constraints and heavy workloads, which may hinder their ability to engage in autonomy, a key component of motivation according to self-determination theory. Moreover, the presence of stringent regulations and protocols in healthcare settings may sometimes undermine professionals' intrinsic motivation by limiting their sense of competence and autonomy [8]. The unique combination of these factors underscores the need for a nuanced understanding of motivation in healthcare where the alignment of individual needs, organizational goals, and regulatory demands is essential to foster and sustain high levels of motivation among healthcare professionals. The motive of this study is to explore how these complex motivational dynamics influence the job performance of healthcare professionals in this specific setting. By identifying the key motivational factors and their impact on job performance, the study aims to provide insights that can help in developing targeted strategies to enhance employee motivation and overall performance. This research seeks to contribute to the broader understanding of how motivation affects healthcare professionals, with the ultimate goal of improving patient care and organizational efficiency in the Federal Medical Centre Jalingo, Taraba State, Nigeria.

### **Statement of the Problem**

Motivation is not solely the responsibility of individual employees but also a product of a broader work environment. Therefore, a more holistic approach to motivation should involve addressing systemic issues, providing autonomy, and fostering a sense of purpose to create a work atmosphere where employees are genuinely motivated to excel, rather than relying solely on external incentives [9]. Despite the efforts put in place by the Federal Medical Centre Jalingo, Taraba State, Nigeria towards motivating its employees to higher productivity however, employee's job performance appears not enhanced as expected. This decline raises concerns about the overall forms of motivation, efficiency and quality of healthcare services provided to the patients.

In another dimension, studies have been carried out by researchers which include Obi-Anike and Ekwe, Nosike towards investigating the linkage between motivation and employee's job performance at the workplace as well as considering thematically, the different forms of motivation but none has been carried out to investigate the relationship between motivation in the form of training and development programmes and prompt payment of staff salaries and basic entitlements on employee's job performance in the Federal Medical Centre Jalingo, Taraba State, Nigeria. In order to fill this gap, this study therefore, investigates whether motivation in the form of training and development programmes, and prompt payment of staff salaries and basic entitlements has influence on employee's job performance in the Federal Medical Centre Jalingo, Taraba State, Nigeria [10], [11].

### **Research Questions**

The following questions are raised in this study;

Does motivation in the form of training and development programmes has influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State?

Does motivation in the form of prompt payment of staff salaries and basic entitlements has influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State?

### **Objectives of the Study**

The general objective of this study is to investigate the influence of motivation on employee's job performance in Federal Medical Centre Jalingo, Taraba State, Nigeria. Specifically, the objectives are:

To examine if motivation in the form of training and development programmes has influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

To examine if motivation in the form of prompt payment of staff salaries and basic entitlements has influence on employee's job Performance in Federal Medical Centre Jalingo, Taraba State.

### **Research Hypotheses**

The following null hypotheses are formulated in this study:

Ho1: Motivation in the form training and development programmes has no significant influence on employee's Job Performance in Federal Medical Centre Jalingo, Taraba State.

Ho2: Motivation in the form of prompt payment of staff salaries and basic entitlements has no significant influence on employee's job Performance in Federal Medical Centre Jalingo, Taraba State.

### **Conceptual Clarifications**

For proper understanding of this work, motivation and employees job performance are conceptualized.

### **Motivation**

The concept of motivation is intricate and multi-faceted, but it is very important to the overall success of a firm. Miner cited in Nwosu, opined that motivation is the processes within an organization that stimulate behaviour and channel it in ways that should benefit the organization as a whole [12]. An organization is activated by the motivation of its participants, just as a machine is activated by electricity. Internally, individual processes may set these motivating forces in motion and maintain them, or they may be activated by external influences as a supervisor's warning. Greene et al., asserts that modern research emphasizes the necessity of tailored approaches to motivation, understanding that what drives one employee may not work for another employee. This is because different people are motivated by different things. According to this point of view, businesses should make

an effort to get a knowledge of the individual motivations of their staff members in order to develop productive incentive programs and cultivate a motivated workforce [13].

Motivation is an essential factor in determining individual and organizational performance. Proponents believe that motivated workers are more productive, engaged, and devoted to their work, resulting to improved job satisfaction and decreased turnover rates [14]. Building upon the discussion of employee motivation, Hernaus et al., asserts that it is crucial to recognize the dynamic nature of motivation in today's evolving work landscape [15]. The traditional, hierarchical organizational structures of the past are giving way to flatter, more agile models, which demand a re-evaluation of how motivation operates. For instance, in the context of remote and flexible work arrangements, the sources of motivation may differ significantly from those in traditional office settings. Employees may prioritize autonomy, work-life balance, and opportunities for skill development over traditional perks like corner offices or title promotions [16]. Therefore, organizations must adapt their motivational strategies to align with the changing needs and expectations of their workforce, recognizing that what motivated employees in the past may not be as effective in the present or future.

### **Employee Job Performance**

Employee job performance is a multifaceted construct that plays a pivotal role in organizational success. Employee job performance can be defined as the applicability of assigned duties, skills, values, knowledge by an employee for the attainment of organizational corporate set objectives. Andoh et al. posits that employee job performance is the successful completion of assignments by a preferred individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment [17]. In the field of personnel and human resource management, employee performance is everything about the performance of employees in a firm or a company. It involves all aspects which directly or indirectly affect and relate to the work of the employees. Campbell et al., cited in Nwosu, stressed that nowadays, the importance of workers job performance for the success of organizations cannot be overstated. Workers are the human capital of organizations and their performance is a key indicator for organizations to achieve their goals. Employees job performance is one of the most important constructs in both organizational psychology and human resource management [18].

Yousaf emphasizes the importance of leveraging technology for performance management in virtual work settings. The study suggests that organizations need to adapt their performance evaluation processes to the virtual environment, incorporating digital tools for feedback and goal-setting [4]. This dynamic shift in the work landscape necessitates a re-evaluation of conventional approaches to employee job performance, urging organizations to embrace innovative strategies and adapt to the changing nature of work [19]. Marecki highlights the significant impact of employee well-being on job performance, emphasizing the need for organizations to prioritize initiatives that enhance psychological health and work-life balance [20]. The well-being of employees is intrinsically linked to their ability to perform effectively and contribute to organizational success. Therefore, organizations must invest in mental health resources and create a supportive work environment that prioritizes the well-being of their employees, recognizing the direct correlation between employee mental health and job performance.

### **Theoretical Framework**

The Expectancy Theory by Victor Vroom (1964) is adopted as the theoretical framework. Expectancy theory assumes that behaviour is motivated by anticipated results or consequences. The theory underscores that an individual's motivation is heavily influenced by the belief that the individual's efforts will yield a desired outcome [21]. In the healthcare setting, this means that employees in the Federal Medical Centre, Jalingo may be more motivated and engaged in their work when they perceive a clear link between

their actions, such as hard work and dedication, and the desired outcomes, such as improvements in patient care, recognition for their efforts, or even opportunities for career advancement.

The implication and relevance of Expectancy Theory as it applies to this study is that, in a healthcare environment, where employees are often deeply dedicated to patient care and outcomes, the link between their efforts and the positive patient outcomes (desired outcomes) is highly significant. By applying this theory, researchers can investigate how healthcare professionals in the Federal Medical Centre, Jalingo perceive their efforts in terms of patient care and how strongly they believe that their hard work directly contributes to improved patient outcomes. Understanding these perceptions can shed light on the extent to which motivation influences employee performance in a healthcare institution and help in designing targeted interventions to enhance motivation.

Additionally, the Expectancy Theory can be applied to explore the impact of feedback and recognition in a healthcare context [22]. Healthcare professionals often require timely and meaningful feedback to gauge the effectiveness of their care and to make necessary adjustments. This theory helps in understanding how employees at the Federal Medical Centre, Jalingo perceive the feedback they receive regarding their performance and how it influences their motivation. By critically examining these elements, this study can provide insights into how motivation and employee's job performance can be enhanced within the healthcare context, ultimately leading to better patient care and outcomes. The choice of the expectancy theory therefore, aligns well with the complexities and unique features of the healthcare sector and offers a comprehensive perspective on the relationship between motivation and employee's job performance in the Federal Medical Centre Jalingo, Taraba State.

## 2. Materials and Methods

The survey research design was adopted in this study. This is because, the survey research design can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). The study was carried out in Federal Medical Centre (FMC) Jalingo, Taraba State, Nigeria. Federal Medical Centre (FMC) Jalingo, Taraba State, Nigeria has 33 departments namely: Internal Medicine, Family Medicine, Obstetrics and Gynaecology, Paediatrics, Surgery, Anaesthesia, Ophthalmology, Radiology, Electrocardiogram, Pathology, Dental, Pharmacy, Physiotherapy, Nursing, Public Health, Medical Laboratory Science, Medical Social Services, Nutrition, Medical Health Records, General Administration, Planning and Research, Information Communication Technology, Legal Unit, Library, National Health Insurance Scheme, Public Relations Unit, Training, Finance, Stores, Internal Audit, Assets, Procurement, and Works and Maintenance.

The population of the study comprises the entire workforce of Federal Medical Centre, Jalingo, Taraba State. According to the General Administration Unit of the Federal Medical Centre Jalingo, Taraba State, the staff population is 2,038. A sample size of 334 was derived from the population of the study using Taro Yamane (1964) formula for sample size determination. On the basis of effective coverage and in order not to be biased, the proportionate sampling technique was used to determine the number of respondents that was drawn from each of the 33 departments in the Federal Medical Centre Jalingo, Taraba State since all the departments do not have equal number of populations.

In this study, data were generated through primary and secondary sources. The primary source consists of questionnaire and interview. The questionnaire was deemed imperative for this study because, it creates room for the anonymity of respondents, reduces bias errors, and ensures reliability and high response rate in research while the secondary sources of data collection consist of information generated from text books,



journal articles, and internet sources. The questionnaire was tagged “Motivation and Employee’s Job Performance in Federal Medical Centre, Taraba State, Nigeria” (MAEJPIFMCJTSN). The set of closed ended questionnaire was structured in Likert modified four points responds scale of Strongly Agree – 4 points, Agree – 3 points, Disagree – 2 points, and Strongly Disagree – 1 point. The Likert scale offers a structured and quantifiable approach to measure individuals’ perceptions and attitudes. In this case, it allows the researcher to examine motivation and employee’s job performance quantitatively, providing a basis for rigorous statistical analysis. It is worth noting that Likert modified four points response scale has been widely employed in various studies due to its resourcefulness and ability to yield detailed data. The indicators of the independent variable ‘Motivation’ in this study are: training and development programmes, and prompt payment of staff salaries and basic entitlements. The interview schedule consists of questions that aimed at eliciting information on the phenomena under investigation. The reason for the interview is to validate and supplement the findings of the study.

The study employed SPSS (Statistical Package for the Social Sciences) for the frequency analysis of the responses gathered through questionnaire. However, the frequency distribution tables were used to present the raw data from the field quantitatively for the purpose of easy and accurate interpretation. The simple percentages (%) was used to present the respond rate of the questions asked and to convert information generated from the field into a more statistical construction so as to produce a concise report. The mean analysis was used to analyze the data generated from the field while the multiple regression statistical tool was used to test the hypotheses formulated in the study. The narrative analysis was used to analyze the interview conducted in the study. The responses from the participants were coded and categorized in line with the research questions and objectives. In addition, the interpretations of the interview conducted were stated to validate and supplement the findings of the study.

### 3. Results

A total of 334 copies of questionnaire were administered in the field and all the copies were successfully retrieved. It was based on the retrieved copies of questionnaire that analysis was made in this study.

Table 1 summarizes respondents’ views on how training and development programmes impact employee performance at FMCJ. Most participants agreed that such programmes improved their skills, confidence, and adaptability. High mean scores (3.42–3.47) indicate strong positive perceptions of motivation through training on job performance.

**Table 1.** Respondents perception on if motivation in the form of training and development programmes has influence on employee’s job performance in FMCJ.

			Respondents B1				Total	Mean
Items			Strongly Agree	Agree	Disagree	Strongly Disagree		
Motivation in the form of training and	1. Motivation through training and development programmes as an employee with FMCJ have improved my skills for enhanced job performance.	Count	164	162	7	1	334	
		% within motivation in the form of training and development programmes and its impact	49.1%	48.5%	2.1%	0.3%	100.0%	3.46

development programmes and its impact on employee's job performance in Federal Medical Centre Jalingo	on employee's job performance in Federal Medical Centre Jalingo							
	% within Respondents	33.7%	33.2%	30.4%	25%	30.6%		
2. Training and development programmes at FMCJ have indeed, increased my capacity and confidence for improved job performance.	Count	168	157	8	1	334		
	% within motivation in the form of training and development programmes and its impact on employee's job performance in Federal Medical Centre Jalingo	50.1%	47.0%	2.4%	0.3%	100.0%	3.47	
3. My adaptation for enhanced job performance as an employee has been greatly upgraded due to the training and development programmes I embarked upon in FMCJ.	Count	155	169	8	2	334		
	% within motivation in the form of training and development programmes and its impact on employee's job performance in Federal Medical Centre Jalingo	46.4%	50.6%	2.3%	0.7%	100.0%	3.42	
Total	Count	487	488	23	4	1002		
	% within motivation in the form of training and development programmes and its impact on employee's job	48.6%	48.7%	2.3%	0.4%	100.0%		

performance					
in Federal					
Medical					
Centre Jalingo					
% within	100.0%	100.0%	100.0%	100.0%	100.0%
Respondents					

Source: Author's Analysis in SPSS version 23 Output

For item 1, which asks if motivation in the form of training and development programmes has impact on employee's job performance in FMCJ, 49.1% of respondents strongly agreed, while 48.5% agreed. This indicates an overwhelming positive response, with 97.6% of respondents affirming the positive impact. Only 2.1% disagreed, and a mere 0.3% strongly disagreed. The mean score of 3.46 out of 4 further emphasizes the strong positive perception. In item 2, focusing on whether training and development programmes at FMCJ have indeed, increased the capacity and confidence of the employees for improved job performance, shows similar results. 50.1% of respondents strongly agreed, and 47.0% agreed, totaling 97.1% positive responses. Again, only a small fraction disagreed (2.3%) or strongly disagreed (0.3%). The mean score for this question is slightly higher at 3.47, indicating a marginally stronger positive perception compared to the first question. In item 3, addressing whether adaptation for enhanced job performance as an employee has been greatly upgraded due to the training and development programmes they embarked upon in FMCJ, also received predominantly positive responses. 46.4% strongly agreed, and 50.6% agreed, totalling 96.4% positive responses. Only 2.3% disagreed, and 0.7% strongly disagreed. The mean score for this question is 3.42, which, while still very positive, is slightly lower than the previous two questions. The results strongly suggest that motivation in the form of training and development programmes has influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

Table 2 presents respondents' perceptions of how prompt salary payments and basic entitlements affect employee performance at FMCJ. The majority agreed that timely payments improve skills, loyalty, and task performance. Mean scores (3.37–3.44) indicate strong positive views on the motivational effect of financial incentives.

**Table 2.** Respondents Perception on if motivation in the form of prompt payment of staff salaries and basic entitlements has influence on employee's job performance in.

Items	Respondents B2				Total	Mean
	Strongly Agree	Agree	Disagree	Strongly Disagree		
4. Motivation through speedy payment of salaries and basic entitlements have adequately inspired my skills and job performance in FMCJ.	Count 163	155	14	2	334	
Motivation in the form of prompt payment of staff salaries and basic entitlements and its influence	48.8%	46.4%	4.1%	0.6%	100.0%	3.43
performance in Federal Medical Centre Jalingo						
% within Respondents	34.7%	31.8%	34.1%	50%		37.6%
5. Prompt payment of salaries and basic entitlements have the form of prompt	Count 160	163	10	1	334	
motivation in FMCJ.	47.9%	48.8%	2.9%	0.3%	100.0%	3.44



employee's performance in FMCJ	job contributed to my payment of staff salaries and basic entitlements thereby enhancing my and its influence on job performance in FMCJ.	% within Respondents	34.0%	33.5%	24.4%	25%	29.2%
	Count	147	169	17	1	334	
6. My performance to assigned duties has significantly improved due to prompt payment of salaries and basic entitlements and its influence on employee's job performance in FMCJ.	% within motivation in the form of prompt payment of staff salaries and basic entitlements and its influence on employee's job performance in FMCJ	44.0%	52.1%	4.9%	0.3%	100.0%	3.37
	Count	470	487	41	4	1002	
Total	% within motivation in the form of prompt payment of staff salaries and basic entitlements and its influence on employee's job performance in FMCJ	46.9%	50.1%	3.9%	0.5%	100.0%	
	% within Respondents	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Author's Analysis in SPSS version 23 Output

Item 4, which asks if motivation through speedy payment of salaries and basic entitlements have adequately inspired workers skills and job performance in FMCJ, 48.8% of respondents strongly agreed, while 46.4% agreed. This shows a strong positive response, with 92.2% of respondents affirming the positive impact. Only 4.1% disagreed, and 0.6% strongly disagreed. The mean score of 3.43 out of 4 further emphasizes the strong positive perception. Item 5, focusing on whether prompt payment of salaries and entitlements have contributed to my loyalty and retention thereby enhancing my job performance in FMCJ, shows slightly more positive results. 47.9% of respondents strongly agreed, and 48.8% agreed, totalling 96.7% positive responses. Only 2.9% disagreed, and 0.3% strongly disagreed. The mean score for this question is 3.44, indicating a marginally stronger positive perception compared to the first question. Item 6, addressing whether performance to assigned duties has significantly improved due to prompt payment of salaries and basic entitlements in FMCJ, also received predominantly positive responses, though slightly less than the previous two. 44.0% strongly agreed, and 52.1% agreed, totalling 96.1% positive responses. 4.9% disagreed, and 0.3% strongly disagreed. The mean score for this question is 3.37, which, while still very positive, is slightly lower than the previous two questions. The results strongly suggest that motivation in the form of prompt payment of staff salaries and basic entitlements has influence on employee's job performance in Federal Medical Centre, Jalingo, Taraba State.

#### Test of Hypothesis One

Ho: Motivation in the form training and development programmes has no significant influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

H1: Motivation in the form training and development programmes has significant influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

Table 3 shows the regression results indicating that training and development significantly predict employee job performance ( $\beta = 0.875$ ,  $p < 0.001$ ), while the constant is not statistically significant ( $p = 0.113$ ).

**Table 3.** Dependent Variable: Employee's Job Performance.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	0.250	-	1.587	0.113
Training and Development	0.897	0.875	21.567	0.000

Table 4 summarizes the regression model, showing a strong relationship between training and development and job performance ( $R = 0.875$ ), with 76.6% of variance explained ( $R^2 = 0.766$ ) and a standard error of 0.326.

**Table 4.** Model Summary.

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.875	0.766	0.763	0.326

Table 5 presents the ANOVA results, indicating that the regression model is statistically significant ( $F = 465.145$ ,  $p < 0.001$ ), confirming that training and development significantly affect employee job performance.

**Table 5.** ANOVA.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.453	1	28.453	465.145	0.000
Residual	8.697	142	0.061		
Total	37.150	143			

### Interpretation

Given the regression output:

**1. R-Square:** The R-square value of 0.766 indicates that 76.6% of the variance in employee's job performance is explained by motivation through training and development programs. This suggests a strong relationship between the independent variable and the dependent variable.

**2. ANOVA F-Test:** The ANOVA table shows a significant F-value ( $p = 0.000$ ), indicating that the regression model as a whole is statistically significant. This means that the independent variable collectively has a significant impact on the dependent variable.

**3. Coefficient for Training and Development:**

- Unstandardized Coefficient ( $B = 0.897$ ): This indicates that for every unit increase in motivation through training and development programs, employee's job performance increases by 0.897 units, holding all else constant.
- Standardized Coefficient ( $Beta = 0.875$ ): This suggests a strong positive effect of training and development on job performance relative to other possible factors.

**4. p-value (Sig. = 0.000):** The p-value is less than the alpha level of 0.05, leading to the rejection of the null hypothesis ( $H_0$ ). This means we have sufficient evidence to conclude that motivation through training and development programs significantly impacts employee job performance at Federal Medical Centre Jalingo.

The regression analysis provides compelling evidence that motivation through training and development programs is a significant determinant of employee's job performance at the Federal Medical Centre Jalingo. The high R-square value (0.766) underscores the importance of these programs in enhancing employee skills, confidence, and overall job performance, explaining a substantial portion of the variance in job performance outcomes. The statistically significant p-value (0.000) further solidifies the conclusion that employees who engage in training and development are likely to exhibit improved job performance. Moreover, the standardized coefficient (Beta = 0.875) highlights the strong relationship between training and development and job performance, suggesting that these programs are among the most influential factors in motivating employees to perform better. The decision to reject the null hypothesis in favour of the alternative hypothesis is well-supported by the data, demonstrating that training and development programs are not just beneficial but are crucial to achieving higher levels of employee's job performance at the Federal Medical Centre Jalingo, Taraba State.

### Test of Hypothesis Two

Ho: Motivation in the form of prompt payment of staff salaries and basic entitlements has no significant influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

H1: Motivation in the form of prompt payment of staff salaries and basic entitlements has significant influence on employee's job performance in Federal Medical Centre Jalingo, Taraba State.

### Decision Rule:

1. Set the Significance Level ( $\alpha$ ): 0.05 is the standard threshold.
2. Decision Criteria:
  - a. Reject the Null Hypothesis (Ho2): If the p-value associated with the independent variable is less than or equal to 0.05.
  - b. Fail to Reject the Null Hypothesis (Ho2): If the p-value is greater than 0.05.

Table 6 shows that prompt payment significantly predicts employee job performance ( $\beta = 0.852$ ,  $p < 0.001$ ), with the constant also statistically significant ( $p = 0.049$ ).

**Table 6.** Dependent Variable: Employee's Job Performance.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	0.305	-	1.987	0.049
Prompt Payment	0.865	0.852	20.672	0.000

Table 7 summarizes the regression model, showing a strong relationship between prompt payment and job performance ( $R = 0.852$ ), with 72.6% of variance explained ( $R^2 = 0.726$ ) and a standard error of 0.345.

**Table 7.** Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.852	0.726	0.724	0.345

Table 8 presents ANOVA results confirming the model's significance ( $F = 427.236$ ,  $p < 0.001$ ), indicating that prompt payment significantly influences employee job performance.

Table 8. ANOVA.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.482	1	26.482	427.236	0.000
Residual	9.968	160	0.062		
Total	36.450	161			

**Interpretation:**

1. R-Square (0.726): The model explains 72.6% of the variance in employee's job performance based on motivation through the prompt payment of salaries and basic entitlements. This suggests a strong relationship, with a significant portion of job performance variability being explained by how promptly employees receive their salaries and entitlements.
2. ANOVA F-Test: The significant F-value ( $p = 0.000$ ) indicates that the regression model is statistically significant, meaning that the independent variable (prompt payment of salaries and entitlements) has a significant influence on the dependent variable (employee job performance).
3. Coefficient for Prompt Payment:
  - a. Unstandardized Coefficient ( $B = 0.865$ ): This suggests that for every unit increase in the motivation provided by prompt payment, there is an associated 0.865 unit increase in job performance, holding all else constant.
  - b. Standardized Coefficient (Beta = 0.852): This indicates a strong positive relationship between prompt payment and job performance.
4. p-value (Sig. = 0.000): The p-value is well below the significance threshold of 0.05, leading to the rejection of the null hypothesis ( $H_0$ ). This indicates that there is a statistically significant influence of prompt payment of staff salaries and basic entitlements on employee's job performance at Federal Medical Centre, Jalingo.

The regression analysis demonstrates that motivation in the form of prompt payment of staff salaries and basic entitlements significantly influences employee's job performance at Federal Medical Centre, Jalingo. The statistically significant p-value (0.000) further solidifies the conclusion that employees who receive prompt payment of staff salaries and basic entitlements exhibit enhanced job performance. The high R-square value (0.726) indicates that this motivational factor plays a crucial role in determining how well employees perform their duties. The strong positive Beta value (0.852) further emphasizes that employees are likely to perform better when they receive their salaries and entitlements promptly, likely due to increased job satisfaction, reduced financial stress, and higher loyalty to the organization. The results strongly support the alternative hypothesis that prompt payment of salaries and entitlements is a key factor in enhancing employee's job performance at Federal Medical Centre Jalingo, Taraba State.

**4. Discussion**

Hypothesis one reveals that motivation in the form training and development programmes has significant impact on employee's job performance in Federal Medical Centre Jalingo, Taraba State. The finding is in tandem with Smith et al., (2022) in their accession that, targeted training programs not only improve individual competencies but also foster a culture of innovation and adaptability, essential for navigating modern business complexities. However, an objective analysis of the planning and implementation of these initiatives is crucial to determine their true impact on job performance. The finding is equally in consonance with a recent study conducted by Goleman and Colleagues which demonstrates an association between the enhancement of interpersonal dynamics within teams and the development of emotional intelligence via training [23]. The development of these abilities not only helps to the existence of a favorable culture in the workplace, but

it also plays a crucial role in the reduction of disputes and the enhancement of the overall effectiveness of the team. The finding is also in line with the interviewee 1, who maintained that:

“management makes provisions for inhouse and outside training. There is residency training where young Doctors involve in training for certain period of years. FMC has registered with necessary Post-graduate Medical Colleges in Nigeria such as, the West African College of Physical Sciences and West African College of Sojourns. Nurses have equally attended trainings in different forms and a lot of them have acquired additional qualifications”.

Hypothesis two corresponds with research by Sowunmi which illuminates the connection between timely wage payments and job performance, emphasizing that failure to meet basic financial expectations can have significant repercussions for both individual and organizational performance [5]. The finding is in tandem with Colquitt et al., in their postulation that when employees believe their contributions are equitably rewarded, it not only enhances their commitment to the organization but also drives them to perform at higher levels [24]. Conversely, any perceived inequities in salary distribution can lead to feelings of injustice, potentially resulting in decreased work performance, increased absenteeism, and higher turnover intentions. The finding is tandem with the interviewee 2, who stressed that:

“staff of the Federal Medical Center receive their salaries promptly at the end of every month usually, on the 27th or 28th. Payment of staff salaries come directly from the federal government through the Integrated Payroll and Personnel Information System (IPPIS) to each of the staff account. However, there are other allowances such as, housing, hazard, shift etc. that are included in the salaries. He stressed further that, a happy worker is a productive worker. So, prompt payment of staff salaries makes employees in FMC, Jalingo to work happily to the attainment of increased job performance and productivity in FMC, Jalingo”.

## 5. Conclusion

This study concludes that motivation in the form of training and development programs, and prompt payment of salaries and entitlements, influences employee's job performance in Federal Medical Centre Jalingo, Taraba State, Nigeria. However, the study recommends that:

1. Federal Medical Centre Jalingo, should continue to motivate its employees through training and development programmes in the form of seminars, workshops, conferences etc. By so doing, the skills, values, and knowledge of the employees would improve which in turn leads to enhanced employee's job performance and greater overall job satisfaction.
2. Federal Medical Centre, Taraba State should endure to motivate its employees through prompt payment of staff salaries and basic entitlements as well as adhere effectively to reliable and timely payment schedules. By so doing, employees in FMC Jalingo would receive their salaries and entitlements without delays and perform their specific duties effectively towards actualizing the goals and aspirations of the organization.

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