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## LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CDC	Centers for Disease Control and Prevention
CEO	Chief Executive Officers
DDI	Development Dimension International
ERG	Existence need, relatedness and Growth
HIV	Human Immunodeficiency Virus
HR	Human resources
NHIS	National Health Interview Survey
NMA	Nigerian Medical Association
UN	United Nations
USDHHS	The United States Department of Health and Human Services
WHO	World Health Organization

## **Introduction**

Utilization of obtainable resources is largely determined by human resources. Human resources remain the most crucial group of the health systems input (World Health Organization WHO, 2010). Regardless however of its significance, serious challenges confront human resource management systems in developing countries today (Adano, 2006). Indications are that the legacy of continual under-investment in human resources may well result in an underperforming health sector (Razee, Whittaker, Jayasuriya, Yaple & Brentnall, 2012). Thus, motivating the medical personnel is vital for performance of the overall health sector (Willis-Shattuck et al., 2008).

Several academicians have indicated that motivating medical workforce remains a major factor in retaining health workers as well as enhanced performance of the health sector (Peters, Chakraborty, Mahapatra & Steinhardt, 2010). The readiness to exercise at the same time uphold efforts targeted at attaining organizational goals is termed Job Motivation (Mathauer & Imhoff, 2006) and medical personnel who are better motivated are more inclined towards applying their expertise for actual health care delivery (Prytherch et al., 2013).

In light of present challenges like insufficient facilities, dismal work conditions as well as fears regarding personal safety in the workplace, job motivation is capable of playing a crucial part in boosting human resources productivity in the health sector of emerging economies (Luoma, 2006; Mutale, Ayles, Bond, Mwanamwenge & Balabanova, 2013; WHO, 2006a; Mbilinyi, Daniel & Lie, 2011). In this regard, identifying factors which affect employees' motivation plus its context is the key issue.

As stated by the WHO, Ukraine in recent years made significant headway in the provision of access to primary health care for its people. Ukraine's health indices now portray a steady advancement towards moving close to those of advanced economies. Nevertheless, dismal human resource management remains prominent amongst the numerous challenges confronting the country's health system (WHO, 2011a; WHO, 2006b; WHO, 2009).

Health remains a key component in the course of any country's development, and key to this is a dedicated and driven medical team. Essentially, the degree to which health personnel are encouraged remains a major determinant impacting quality healthcare delivery (Adedeji & Olaniyan, 2011). The delivery of basic and quality health appears to be elusive in sub-Saharan Africa, especially in Nigeria.

Richardson (2014) appropriately suggested the following as the present circumstances prevalent in the low income countries' health sector particularly in sub-Saharan Africa; that there exists growing concerns regarding excessively high numbers of medical staff who are dismally motivated, in addition to very low drive, lack of job satisfaction, pitiable workplace environment, meagre incentives, insufficient controls as well as behavioral penalties.

The psychological and material needs of medical personnel are not met, and low motivation of these health workforce results in negative health aftermaths. As stated by Lauwerier and Akkari (2015), health personnels carry out their duties under strenuous conditions characteristically with little or no job security, dismal pay as well as loss of enthusiasm. Since the citizenry are considered largely as the most significant part of the country and thus ought to be healthy and well so as to contribute to nation building and the economy at large, it is thus reasonable that the health workforce must perform their tasks in decent workplace conditions. This will not only help to determine the quality as well as quantity of care received by the

citizenry; but also the level of expertise to boost the quality of care given; and the overall sense of health security felt by the populace (Adedeji & Olaniyan, 2011).

As a concept, motivation has undergone widespread analysis for decades, and the motive for this is not far-fetched. It is a concept which pervades diverse depictions which the ordinary citizen or the knowledgeable professional and academician can relate with. As a concept, it possesses stipulations like intentions, impact, drive, appeal, as well as ambition associated with it. Even though the stipulations related to this concept may be roughly pinpointed in day-to-day application, it remains a mystery for experts. Justification for this expression is seen in various studies focused on ascertaining the soundest means of ‘inspiring’ individuals whether at work or other spheres of life.

With respect to these studies, the common denominator remains the fact that individual needs vary and it may require diverse means to motivate them. Even as this might come across as a coup-de-grace, it does not diminish the import of additional scrutiny of the concept. As regards medical personnel, it is crucial to continually study this concept since the medical team have been classified as ‘life savers’ and they have the knowledge regarding steps to be taken to restore the sick back to wellness. They remain the front-liners in circumstances of outbreaks and/or pandemics.

As health and medical care providers, the medical team must of necessity be motivated to effectively carry out their tasks. Numerous factors have been identified as responsible for the low level of motivation of health personnel in Nigeria. A recent survey by Ogundele & Oke (2016) discovered that dismal hazard allowance, unjust treatment meted by higher-ups, environmental factors such as weather conditions, socio-cultural factors in addition to location of the hospital remain dynamics hampering positive health outcomes. Also, Anomneze, Ugwu, Enwereuzor and

Ugwu (2016) examined the moderating role of perceived organizational support on emotional labour-burnout relations, and they obtained fairly varying outcomes. Anomneze et al (2016) discovered that a job resource like seeming organizational support could improve whatever negative feelings stemming from the harsh demands of medical care duties. Recently, another survey discovered that various factors were accountable for job dissatisfaction amongst health care workforce in Nigeria. It was gathered that inadequate and poor facilities in addition to excessive workload had an effect on the health care personnel and overall hospital performance (Undie & Nike, 2016).

Similar circumstances have also been reported in other studies amongst hospitals and health care facilities in sub-Saharan Africa, Nigeria inclusive. What is clear however is that the aftermath of deteriorating health personnel motivation presents in form of gloomy performance in the hospital, habitual tardiness or outright absenteeism from work in addition to poor patient care. Diminished motivation of health personnel may as also lead to instances of these medical personnel involving themselves with an alternative income-yielding undertakings such as trading which may be a major source of distraction from their principal tasks and responsibilities, and this may shift attention away from quality health care provision as well as influence patient's health aftermaths. Based on the foregoing, the current research will provide a comparative analysis of motivation of medical workers in Ukraine and Nigeria using a qualitative approach.

**Objectives:**

- To reveal the reason why medical workers need to be motivated.
- To compare the motivation approaches of medical workers in Ukraine and Nigeria.

- To find out if medical workers in Ukraine and Nigeria are adequately motivated.
- To examine the effect of motivation on medical workers' performance and behavior in Ukraine and Nigeria.

### **Expected results**

Fundamentally, conclusion may be drawn that poor performance of health care workforce may result in poor patient health outcomes. Thus, for these group of individuals to continually perform their duties and remain driven, health workers must of necessity be driven by something which may be within or outside the occupation. The factor which propels or as put by Berrone (2008) 'motivates an individual to take specific actions' may be considered an incentive. These incentives may also be described as external dynamics perceived by a worker, correctly or erroneously as probable gratifiers of his/her felt needs. Incentives are inclined towards holding certain value propositions for workers which may encourage them to attribute certain behaviors to different situations (Iwu & Ukpere, 2012). Generally, incentives motivate though, may do so at various degrees for different individuals.

Based on the foregoing, we are cautious in defining the word 'medical worker's motivation'. Besides, the suggestions of Guajardo (2011) and Hasan and Hynd (2014) who unanimously agree that there is no generally acknowledged definition of what comprises 'medical workers' motivation' buttresses our point. Summarily, we will be directed by the widely held perception that incentive and motivation are both 'context-specific' (Richardson, 2014).

## **CHAPTER I. Theory, approaches and methods Motivation of Medical Workers: Job performance and employee satisfaction**

### **1.1 Motivation of medical workers: An overview**

Motivation may well be depicted as the extent of readiness of an individual's efforts directed at attaining personal goals which is in line with that of the organization as well as the underlying reasons and behavior that may be intrinsic or extrinsic (Lai, 2016).

The health sector is capital as well as labor intensive. However, health workers' motivation, reflected in their attitudes at the workplace is what largely influences the outcomes in the health sector. Low drive amongst the personnel is capable of undermining quality of services provided as well as repel would be personnel far away from the vocation (Buchbinder & Shanks, 2017). The quality of health services, its efficiency, efficacy, viability plus accessibility rests on the performance of medical experts providing these services, therefore it remains pertinent that workforce motivation and development must be considered a crucial subject in the health plan (Buchbinder & Shanks, 2017).

The health as well as human service sector is experiencing one of the most considerable revolutions of any sector in history, owing partially, to reformations, mergers, cost control, a mutable staff, in addition to technological variations which doubles every 3 years (WHO, 2016). Delivery of health services remains largely labor-intensive, and equity, efficiency as well as quality services are altogether wholly facilitated by the readiness of the workforce to carry out their duties. Regardless of the fact that the available resources as well as staff capabilities are insufficient by themselves in determining the preferred personnel performance, health system objectives are frequently not achieved in several nations owing to

severe crises accompanying human resources policies, typically poor motivation. Therefore, it is ever more crucial that policymakers be cognizant of health personnel motivation as well as its attendant effect on health sector performance (WHO, 2016). Hitherto, negligible concerns have been shown regarding the matter.

Sub-Saharan Africa is belabored with roughly 24% of the global disease burden, whereas concomitantly domestic health schemes remain largely unresponsive, precarious, unevenly distributed as well as inefficient (Kanfer, 2019). Although several factors may be attributed to this underperformance, health care workers' motivation have been alluded as the major factor influencing quality healthcare service delivery. Over the course of several years, the continent has made many attempts at providing affordable, equitable as well as effective health care services, yet health indicators in Africa have largely remained unaffected or declined out rightly. This underperformance is believed to pose a threat to the attainment of Sustainable Development Goals targeted at reducing child mortality, combating HIV/AIDS and malaria as well as improving maternal health. Abysmal enactment of these methodical amendments remains the key challenge, besides workforce motivation also is a main factor in this functional flop (Kanfer, 2019).

Personnel in the health system possesses certain attributes which may be intrinsic or extrinsic regarding the job or may be confronted by challenges which cannot be overlooked. In times like this, motivation may play an essential role by offering purpose and direction for the numerous undeniable challenges of health care sector (Lethbridge, 2014).

Performance quality in health facilities depends to a considerable degree on the assortment of available human resources as well as its motivation. Personnel remains one of the most significant inputs to any health scheme and exerts a robust impact on the performance of health facilities. Regardless of the actuality of various

motivation theories regarding the workplace, there is a dearth of available empirical data on the degree to which these theories have been applied towards addressing motivation-associated matters amongst medical-care personnel in Africa, in the face of huge evidence of lowly health experts' accomplishments (Lethbridge, 2014).

Indications from Europe reveals that its health sector has made attempts at improving quality of medical-care services by embarking on immense health sector-wide restructurings like health information systems, medical-care financing as well as business processing and re-engineering. Although a human resource crisis exists in the sector, 72% of doctors and 85% of nurses work in the public service (Pink, 2019). In spite of this, the public health sector which boasts of huge amounts of human resources remains largely inefficient and ineffective with the medical services it offers being utterly distressed by poor human resource management. As part of the reforms in the sector and other attempts to enhance accessibility as well as quality of medical services offered via a decentralization system, medical authorities acknowledged this challenge and prioritized management capacity building in hospitals by initiating blue print paradigms and also setting up health management by Chief Executive Officers (CEO) as a vocation (Persefoni & Nick, 2010). However, these efforts remained largely inadequate at attaining expected targets, owing to various factors. The health system despite these still suffers from human resource predicaments. Several qualified medical experts are drifting to Australia and the United States or taking up jobs in the private sector since motivated medical experts are inclined towards working for profit in the private sector as well as non-governmental agencies in contrast to working in the public sector, and herein lies the serious challenge confronting the health sector (Persefoni & Nick, 2010).

Minimal level of medical personnel work motivation remains a critical problem in numerous nations' health schemes, still very little or no attention has been given to

this issue. Even though quite a few studies have investigated certain aspects of the motivation issue, such as satisfaction or workforce retention, practically no comprehensive study has completely examined motivation of health care personnel in emerging economies, thus it remains debatable to apply the outcomes of surveys conducted in advanced economies which differs in perspectives (WHO, 2016).

In light of attendant challenges confronting this sector, together with technological innovations, re-structuring, downsizing, metamorphosis taking place in the diversity and demographics of staff, re-engineering, present occurrences confronting experts in the health system as well as the constantly varying client demands; a grasp of the worker's needs is essentially more important than ever for promoting the provision of quality medical services in addition to creating a healthy workplace setting (Benson & Dundis, 2013). Comprehending the motivation scores, recognizing the factors which motivates the medical experts, and understanding just how the administrators and leaders may effectively stimulate their employees remains a subject of growing concern (Benson & Dundis, 2013).

## **1.2 Reasons for motivating employees**

Organizational performance of any establishment plus its survival is hinged on its main assets, workers, and abilities of the administrators to build an inspiring atmosphere for their employees. Then again, it is quite challenging for administrators who want to ensure their staff and workforce remains satisfied and well-motivated, hence every single administrator must be cognizant of their employees needs and requirements as well as their expectations.

The major concern and goals of most establishments is to benefit from individuals who feel positive towards the job and encourage discontented personnel so as to achieve a win-win situation for both workers and the organization.

As stated by Ulrich (2002), a well-motivated worker will boost organizational capability towards attainment of its aims, targets and goals as well as engaging everyone in building a robust organizational culture. Furthermore, employees who are motivated have a sense of tactical alliance with the organization thus increasing their dedication and loyalty in their day to day activities (Anne, 1994). Similarly, Buttner and Moore (1997), conducted a survey on 'Happy Employees Make Productive Employees' and in their findings stated that whenever workers' behavior improved by 6%, client gratification soared by 1.4% as well as an increase in turnover by 5%. Therefore, well-motivated staff are often more productive as compared to others and at the same time increasing client satisfaction.

Motivated workers could positively influence an organization's essence such that the workplace becomes a place where workers look forward to interrelating with others rather than merely the place to 'pick up a paycheck' (Nandanwar Surnis, Nandanwar 2010). Additionally, a properly motivated establishment will certainly have greater number of motivated staff who will be extra productive resulting in great savings in cost (Ulrich, 2002). Additionally, employees who are contented impact positively on organizational culture, yielding numerous subtle yet correspondingly significant proceeds (Yongsun, Barbara, Christy, 2002). Findings also revealed that individuals, who were motivated by means of sponsoring them abroad to gain skills and to work, were perceived to be valuable resource persons due to the fact that they usually have more to offer on their arrival.

Alternatively, Deci and Ryan (1985), asserted that any firm whose workers are not well-motivated is quite susceptible to intrinsic and extrinsic challenges since its personnel will often not go an extra mile towards preserving organizational steadiness. Ultimately, any organization that is unstable will underperform.

Organizations must of necessity motivate their workers and ensure they remain motivated so as to benefit from the gains of productivity and protect their competitive advantage. Oftentimes, individuals bestowed with responsibilities feel motivated and try their best to accordingly work hard (Ludivine, 2011).

As perceived by Mansoor (2008), motivation revolves around the creation of an atmosphere where staff will remain motivated thus putting in their entire efforts into carrying out their tasks. In view of this, organizations ought to effectively motivate their staff in a bid to boost competitive edge and realize organizational mission and vision (Philip, Yu-Fang, Liang-Chih, 2007).

Academicians have suggested that worker's devotion to their various organizations is capable of enhancing their fulfillment and also profit the organization (Morris & Sherma, 1981). Additionally, scholars have emphasized that motivated and satisfied workers are key to organizational efficiency (Rachel, Yee, Yeung, Edwin, 2010). Similarly, organizational and business succession is dependent on motivated personnel; since they make a difference in the firm's capacity not to merely survive but also succeed (Hislop, 2003).

Even though certain authors debate that firms who expend cash on motivating their workers were wasting resources, most of them however agree that the monies wasted could be recouped within a very short period by these motivated workers (Khodov, 2003). Additionally, players as well as skilled personnel are the ones who really bring about outcomes of the venture and remain the mainstay of any firm as well as the brains behind business growth and profit (Meyer, Becker, Vandenberghe, 2004).

Motivated individuals plus their dedication, according to Jonathan, Christine and Yvonne (2002), remain crucial to job productivity since they are more likely to carry out their duties with full potentials in addition to high quality service delivery; with

Michael and Crispen (2009) stating that owning motivated personnel offers a competitive edge which the firm pursues and enhanced personnel performance aids the company in attaining greater productivity.

As identified by Jonathan, Christine and Yvonne (2002), higher level of motivation is inclined to directly impact on the improvement of productivity via more efforts and probably innovations. They further indicated that motivation results in productive and high performing worker who gives his/her best at work, judiciously utilizes effort and time as well as offering to do more than required. Such an employee is a huge resource to the firm and an ideal to be emulated by others.

‘Once employees are happy and motivated, they will execute their tasks as best as possible based on their capabilities rather than merely doing it due to no other alternative’ (Ryan, & Deci, 2000).

### **1.3 Motivation Methods and their impact on employee’s satisfaction and performance**

Notwithstanding the diverse amount of theories already studied by scholars, they have increasingly emphasized on the significance of various motivation methods for personnel performance.

Motivation approaches have been delineated as techniques and tools which may be applied for motivating workers. Some of these approaches include:

**Praise:** one of the useful methods employed for motivating people.

Articulating thanks in addition to admiring people remains one of the commonly employed means of employee motivation. It is effortless and simple to use, and usually comes from the heart naturally. Staring at an employee face to face in the presence of others and saying thanks, truly signifies a lot to the employee (Salasiah,

Zainab, Rosmawati, Ermy, 2010). Workers often value being acknowledged for a job well done and the general perception of being esteemed as an individual. Praise is inclined towards connoting even bigger import and motivational impact (David, Louis, Micheal, 2004). As stated by (ID, 1983), praise remained the response of most workers surveyed with respect to motivation. Furthermore, participants drawn from various forums and conferences regarding motivation agree that praise remains the most focal issue for motivating staff. Additionally, ID explained that praise was the most compelling amongst human needs. With regards to getting the best from workers, praise must of necessity top the motivation approaches chart.

Once workers perceive that their bosses value and commend them, they are inclined to better perform, resulting in greater productivity and turnover (Salasiah, Zainab, Rosmawati, Ermy, 2010). Hence, the more administrators applaud employees, the simpler and more productive their jobs will be. Additionally, whenever managers search for means to commend their workers regarding their job, it is a huge drive shot. It serves as a medium of showing employees that their work and accomplishments so far is valued (David, Louis, Micheal, 2004).

**Salary/wages/increments:** these remain transient approaches employed for employee motivation.

Most studies and researches conducted have proven beyond reasonable doubt that payments and money are of utmost significance to workers' comparative to other forms of motivation seeing as grossing lots of cash stands as a plus for striving towards motivation. It explains that once personnel are financially gratified, they are inspired at work and in turn work very hard.

Monetary aspects such as allowances, bounces, payments, and salaries positively impact and upsurge workers' productivity as revealed by a survey conducted by

Locke, Feren, McCaleb, Shaw and Denny (1980) where they resolved that the introduction of individual payments, increased rate of productivity from 8% to 19%. It therefore becomes apparent that motivated and satisfied employees work hard to boost productivity and as a result add value to the entire enterprise. The researchers Guzzo, Jette, and Katzell (1985), carried out an investigation on motivation programs and productivity and discovered that monetary aspects and payments exert the greatest influence on employee productivity. Additionally, Judiesch (1994) asserted that payment and remuneration increments for personnel from various firms, boosts productivity.

Also, for workers to feel secure in the workplace, they would rather get decent wages and stipends than being appreciated (Trank, Rynes, & Bretz, 2002). Certainly, gratitude is essential for motivation of employees, however, this preceding assertion rationalizes that decent wages are more important.

Alternatively, whenever workers are highly rated based on their performances with exceptionally good assessment, they become more sensitive as to whether their performance would be monetarily compensated via a pay rise or not (Harrison, Virick, & Williams, 1996; Trevor, Gerhart, & Boudreau, 1997). Thus, money concerns remain constantly existent and this makes it imperative for workers to work and give.

**Recognition:** this is a valuable positive tool employed usually whenever individuals are acknowledged based on the task accomplished as well as a job well done and based on this they are recognized.

Pinar, (2011) asserted that employees tend to work relentlessly whenever they are acknowledged and commended for the efforts they put to the job and tasks assigned to them and this represents a straightforward, simple and effective strengthening

scheme. With recognition and appreciation of employees, they often put in their best towards demonstrating their talents, capabilities and skills. In addition, employee recognition is further regarded as a medium of communication which reinforces and rewards the outcomes created by people for the enterprise. In view of this, managers ought to create a powerful recognition scheme beneficial to both employees and the firm (Hsiu-Fen, 2007). Workers who feel recognized and appreciated see themselves in a more positive light and contribute to organizational growth based on their capabilities. Recognition also ensures a productive, innovative and positive corporate setting and verbalizing thank you in form of recognition is inclined to make the enterprise successful (David, Louis, Michael, 2004).

**Assigning New roles:** more often than not, fulfilled employees who are assigned more complex tasks and obligations function as motivators of disgruntled employees. However, specific directions and expectations must be provided so that these employees can successfully assume their new roles. Once this is done, they also become more receptive of their new roles when they feel strengthened and possess every required resource to execute the task (Jurgensen, 1978). Employees assigned new roles and huge responsibilities are encouraged to put in more work since it becomes clear that their efforts will yield constructive outcomes and they will be recognized based on this (David, Louis, Michael, 2004).

**Management style:** Most scholars concurred that for proper motivation of employees and to get the much needed results from them, leaders are what is needed, and not managers. Thus, being a leader rather than a manager is more crucial for motivation (Yongsun, Barbara, and Christy, 2002).

Successful leaders are cognizant of the significance of assisting workers to be successful too. Assisting employees to be more successful in their chosen career path

as well as for them to be appreciated and acknowledged remains a leader's main concern (Holly, Buttner and Dorothy, 1997).

Leader's basic responsibility remains the fact that they need to be familiar with their workers' requirements and prioritize this in order of importance as well as understanding what their staff relish most about their job so as to adopt the proper motivation plan (Kuratko, Hornsby, and Naffziger, 1997).

In order to be a motivator, it becomes imperative to be a leader so as to determine the dynamics which actually stimulates workers as well as uncovering employees' fundamental needs (Freeman, Edward & Stoner, 1992).

A major reason why motivators can successfully motivate is because they know that each employee must be motivated differently; however, this is not characteristic of managers thus they require a while before they can outline this (Kuratko, Hornsby, and Naffziger, 1997).

Real and actual motivational leaders remain individuals who themselves are self-motivated and in turn invigorate others. They also exhibit qualities which improves their reactions to success (Chadwick, Hunter, & Walston, 2004).

For a leader to be successful at motivating others, he/she must be knowledgeable and proficient, be fervently committed and energetic, continuously confident of his/her capabilities, and be effective at communicating (Hislop, 2003).

**Management communication style:** Communication makes up a significant part of motivation. Communication directly affects employee satisfaction as well as motivation, thus selecting the most appropriate style of communication to utilize in dealing with personnel with respect to motivation remains a crucial factor in motivation approach. For instance, management communicating with employees in person is a motivated approach targeted at individuals rather than sending them

emails (Helen, & Jacques, 2002). Employees who are promptly abreast of happenings in the organization, straight from their managers and/or supervisor are very valuable, as this fosters good rapport between them and this will boost motivation. With this, critical decisions can be taken regarding their tasks and duties (Helen, & Jacques, 2002).

Other medium of effective communication style and motivation comprises the daily interaction with every single member of staff, conducting one-on-one meetings as well as ensuring they are informed about modifications to the tasks assigned (James & Lyman, 1982). Once administrators and leaders openly and truly communicate and are transparent with their staff, it greatly impacts on the workforce as a form of motivation (Jurgensen, 1978). Additionally, employing an ‘open door strategy’ where workers may share ideas as well as deliberate on issues, will ensure that administrators and managers appreciate key employee issues and this will strengthen the rapport between employees and management and in turn facilitate the process of motivation (Zakeri, Olomolaiye, Holt, & Harris, 1996).

**Drive-Reduction Approach:** Clark C Hull proposed the drive reduction approach, and this approach seeks the relationship between needs and the fulfillment of these needs. It is believed in this approach that every individual possesses certain drives which creates a feeling of tension from others. In a bid to diminish this feeling, the individual then acts in a particular way capable of halting these concerns (Sara, Barry, and Kathleen, 2004). As suggested, dearth of certain basic biological needs such as water creates the drive to get water (Anne, 1994). For further clarification, drive reduction theory is described in the instance of organisms which are born with psychological needs, such that when these needs are not met, they create a negative state of tension. This drive is lessened once these needs are met and attained (Sara, Barry, and Kathleen, 2004).

**Incentive Approach:** Incentive approach is the viewpoint that motivation arises from the desire to attain external objectives. ‘This incentive may be a perceptible reward such as cash, groceries, ratings or it may take the form of intangible commendations, affection and acknowledgement’ (Jurgensen, 1978). It is a theory which postulates that workers are typically motivated to get positive incentives whilst evading the negative ones.

**Cognitive Approach:** Cognitive approach has to do with individual’s awareness, beliefs, opinions, insights as well as anticipations, and it majorly searches for the difference between Intrinsic and Extrinsic Motivation. Intrinsic motivation is a process whereby individuals perform solely for their personal delight, while extrinsic motivation remains the process wherein individuals partake in an endeavor solely for its tangible rewards and aftermaths (ID, 1983). ‘A cognitive approach to motivation, termed expectancy-value theory, emphasizes that the probability of occurrence of behavior is dependent on people’s perception of the worth of a goal in addition to their anticipations to attain it. Variations of this theory have been employed in studying such motives as the need for success and achievement (Salasiah, Zainab, Rosmawati, Ermy, 2010)’. The link between personal attributes and motivation have been debated to be a cognitive motivational theory (Sara, Barry, and Kathleen, 2004).

#### **1.4 The effect of methods of motivation on employees’ performance and behavior.**

The way an individual acts and behaves defines employee performance. Employee performance transcends mere tasks and jobs to be done in order to get bonuses or a pay rise. Rather, it is an enduring process wherein the main objective is to enhance not just individual but also business performance (Baker, 1999). Besides, employee performance remains the process employed in most firms as a means of determining

employee capabilities as well as productivity, and typically, these workers set their goals and targets for the forthcoming period; do their best to attain it, oversee it and build the right competencies (Vallerand, 1993). It also serves as a means of evaluating employees with respect to their job efficiency within the organization via performance appraisals which examines the strengths and frailties of the individual so as to determine areas they may probably work on (Goldthorpe, Lockwood, Bechhofer, and Platt, 1968). Two researchers; Spurgeon and Harrington, (1989) were of the opinion that workers with high-ranking performance rates are often eager to lend additional effort to the firm whenever it is needed. Furthermore, well-motivated workers tend to be more devoted to their firms thus generating pleasant outputs (Ono, Watanabe, Kaneko, Matsumoto, and Miyako, 1991).

Also, most of the scholars discovered that motivation assisted in improving the strength of the individual towards the job (Asad, 1986). As stated by Bradley, (2004), most researchers perceive the clear link between motivation and employee performance, and once employees are motivated, they will be more productive. In addition, improved performance results in high-level of achievements as well as greater motivation. Satisfied and well-motivated employees have the power to execute assigned tasks explicitly. In addition to this, Bradley (2004) devised certain practical strategies for firms to create circumstances for employee performance and motivation including; (Bradley, 2004)

1. The organization must of necessity provide the employee with whatever is needed such as training so they can improve themselves while at work.
2. During the HR recruitment process, the firm ought to employ individuals willing to improve and grow.

It has also been said that well-motivated employees perform more tasks than others in view of their high potentials since they are satisfied and have high performance levels (Bradley, 2004). ‘Happy and motivated employees will execute tasks to the best of their capability rather than merely doing it because they must’ (Ryan, & Deci, 2000).

As explained by Deci (1971), workers who are satisfied with their job and see it as exhilarating will relish it and thus may choose to execute their tasks better. Besides, ‘a motivated employee by virtue of an inspiring job is more likely to get higher value than an unmotivated employee’ (Akerlof, and Kranton, 2005) and motivating employees will profit both the firm and workers. Typically, workers will make available more of what they possess for carrying out their tasks and will execute their chores with their full potentials (Jen, Chyan, Bih-Huang, and Hero, 2004). Whenever firms and businesses gets persistent improvement plus a positive performance from their staff, the reward extends to the motivated employees (Chadwick, Hunter & Walston, 2004).

Also, certain employees are motivated when bestowed greater responsibilities, as (Khodov, 2003) asserted that workers who get responsibilities and works hard on the assigned tasks in a bid to realize set goals and objectives of the particular task, feel that they are involved with the enterprise and in turn utilize their capabilities more efficiently. Consequently, employees who feel motivated to carry out their duties are more inclined towards stability, productivity as well as innovativeness and more often than not execute the tasks excellently with their full potentials. However, unmotivated workers are more likely to devote little or no time with zero effort on the job, evade the tasks as much as possible, abandon the firm as soon as another opportunity presents itself and invariably produce results of inferior quality (Wigfield, Guthrie, Tonks & Perencevich, 2004). Even though motivation remains

crucial for positive employee performance, employee capability to execute tasks as well as available resources devoted to doing the job are much more important (Alexander, Ryan, & Deci, 2000). For instance, two employees could be executing same tasks yet each one of them does it for differing goals and motives (Park, Kim, Chung and Hisanaga, 2001).

But then again, unmotivated employees lose interest in work which results in abandoning the work. Exit of knowledgeable workers will greatly affect the firm. Therefore, as long as employees remain motivated, the desire to have a good reputation as an employee will be paramount to him/her resulting in enhanced productivity (Victoria, 2000).

### **1.5 The impact of employee performance on business productivity**

Satisfied employees who are high performers with respect to their work and assigned tasks are huge motivators, and they encourage others to work harder which in turn impacts positively on business productivity (Hsiu-Fen, 2007).

In 1997, Development Dimension International (DDI) conducted interviews, surveys and reviewed existent literature in a bid to study the actual service setting. Findings revealed a robust and good association between employee performance and dedication as well as its impact on boosting company profitability and productivity. Likewise, employee satisfaction significantly relates to employee dedication as well as commitment and both corroborated the relationship between the enterprise and job productivity (Papazisi, Raidén, and Sheehan, 1995).

For real, smart leaders are aware that with employee satisfaction, their business productivity will be in a good place (Sher, Bakhtiar, Muhammad & Ali, 2010).

“Business productivity is dependent on employee job satisfaction”. This is because when an employee feels satisfied, protected and trust the employer, they will put in more work which will enhance the business productivity (Philip, 1958).

Also, when the employers value, acknowledge and appreciate their employees, they will get high productivity, profit and revenue and hence less turnover (Kalim, Syed & Muahmmad, 2010).

When organizations give the employee all the resources and have the right atmosphere to work seamless;y and with enthusiasm, it will benefit the employee himself and the business as well (Shadare & Hamed, 2005).

“There is a direct association between Fulfillment Satisfaction and the business performance” (Khodov, 2009).

To preserve the top quality and continuity of the work in any business, motivation is the vital ingredient for that. It explores the needs inside the employees in order to help them achieve the business goals and objectives following a direct and smooth process.

When employees feel motivated to work they are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employees are likely to spend little time with no effort on work, avoid the work as much as they can, leave the organization once they get an opening and they produce average quality (Wigfield, Guthrie, Tonks, & Perencevich, 2004).

Michael, Crispen, (2009) stated that having a motivated team gives the competitive edge that the organization desires and better employee performance helps the organization achieve higher productivity.

Jonathan, Christine, Yvonne, (2002), identified that increased motivation will have a direct impact in improving productivity through bigger effort and possibly innovation. They also stated that motivation results in a productive with top performance employee who does the most at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a valuable asset to the business and an exemplary model to be copied by others.

Ronald & Lisa, (2009), stated that the higher the motivation of employees, the better the firm's shareholders did and employee motivation extremely impacts the stock price.

A study conducted by Scott, from 2001 through 2007, and studied survey data from 3,490 employees at 841 corporations. The results showed that as employee motivation got better, the firm's stock saw higher rate of returns the next year (2006).

How employees perceive their work and the results gotten from it directly impacts the organization's performance and stamina. For instance, if an organization's employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of the organization as well as keep track of industry performance to fix any potential troubles (Gregory, 2000).

If employees do not perceive that they are rightly assessed and motivated as well as getting what they deserve either a salary raise or a bigger position, they will feel like they are unimportant to the business and hence this can lead them to leave the company which will lead to negative impact on the business performance, productivity and profitability (Mansoor, 2008).

Kuratko, Hornsby & Naffziger, (1997) and Robichaud, McGraw, Roger (2001) did a survey on entrepreneurs in North America to analyze how motivation affects the

success of business. They established that there is a positive correlation between motivation and business productivity.

Motivated and satisfied employees directly impact the business productivity, profitability and stamina (Shemiah, 2009).

Dissatisfied and less committed employees negatively impact the organization performance and hence the profitability (McKinley, Sanchez, & Schick, 1995).

Unconnected and inefficient employees miss the days of work and cost the organization thousands (Hislop, 2003).

Roth, & Jackson (1995) clarified that organizations with highly motivated employees would enhance the level of the service quality, customer satisfaction and loyalty where the loyal employees are presumed to be positively correlated with business productivity.

Employees with very deep loyalty, which can be achieved through motivating them, are expected to be positively correlated with business performance (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994).

Studies such as Heskett, Jones, Loveman, Sasser & Schlesinger (1994) “The service Profit Chain” on the effect of motivated employees on the business where they concluded that there are direct connection between customer fulfillment and loyalty and the positive financial status of the business.

Employee satisfaction is strongly related to employee commitment and loyalty and hence both relationships have proven a good and optimistic relationship with the business productivity (Dick, 2003).

## **1.6 Motivation Theories**

Certain motivation theories have been developed by psychologists and behavioral scientists and subsequently some of those theories were further developed by researchers. Quite a number of diverse views exist regarding motivational theories. However, this research is focusing on Abraham Maslow Theory, Two-Factor Theory of Fredrick Herzberg, ERG Theory, as well as the Acquired-Needs Theory of David McClelland's.

### **Hierarchy Needs of Abraham Maslow's Theory of Needs**

Abraham Maslow (1908 – 1970) alongside Frederick Herzberg (1923) advanced the Neo-Human Relations School in the 1950's, which centered on employees' psychological needs. Maslow advanced the theory that there exist five echelons of human needs which employees desire to have fulfilled at the workplace (Mary & Ann, 2011).

Before an employee can progress to the higher echelon in the pecking order, he/she must be satisfied and get the needs from the preceding level.

**Physiological Needs:** Physiological Needs are those basic needs that each person requires in order to survive such as air, water, food as well as shelter. Failure to meet these basic needs, creates a situation where the worker may be unable to move through the other echelons (Mary & Ann, 2011).

**Safety Needs:** Safety needs signifies those needs which reflect the employees' perception of being safe and secure for instance having a health insurance, job security and so on.

**Social Needs – Love & Belonging:** These needs relate to communication and interfaces with others in the workplace. The individual's relationship with other people around him/her; such as having friends as well as the perception of acceptance from others.

**Esteem Needs:** Esteem denotes the feeling of being significant. Esteem needs are categorized as internal and external needs (Vance & Pravin 1976). Internal esteems are those related to self-esteem issues such as achievement and respect. External esteem needs are those needs like societal status plus recognition which accompanies the achievements.

**Self-Actualization Needs:** this represents the need to attain full potentials as an employee. As stated by Vance & Pravin (1976), this need is never fully attained. Self-Actualization Needs are comparable to wisdom, justice and truth.

There are several ways the organization can make their employees fulfilled and motivated. Money is the primary motivation factor that may satisfy the physiological and safety needs of the employee. The social needs of the employee can be satisfied by making provision for a friendly atmosphere in the workplace where collaboration is easy. Also, organizations fun and entertainment activities will promote healthy relationships between employees at different levels which will meet the social and belonging needs (Bradley, 2003).

Recognitions and rewards either verbally or formally will enhance the self-esteem of the employee. Finally, having a difficult job with somewhat exciting areas will enrich the self-actualization employee needs (Gardner and Lambert, 1972).

### **ERG Theory**

Alderfer re-grouped Maslow's hierarchy needs in to three simple classes of needs, and they include:

**Existence needs (Physiological and Safety needs):** These are basic needs and necessities of life such as shelter and food.

**Relatedness (Social & Belonging needs):** These needs are such as the aspiration people have for preserving important interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need (Ryan, & Deci, 2000).

**Growth (Self-esteem and Self-actualization):** These include need for self-development and personal growth and advancement (Ryan & Deci, 2000). Maslow's intrinsic component of esteem needs and self-actualization needs fall under this class of need.

The needs and satisfaction factors of each employee differ from the other and every one of them has multiple satisfaction factors and needs, and the manager ought to be aware of that.

According to the ERG theory, the manager should not focus only on one need at a time which will not be effective in motivating the employee (Ryan & Deci, 2000).

### **Two-Factor Theory of Fredrick Herzburg**

In 1959 Fredrick Herzburg stated a theory with two factors of motivation. The two factors are hygiene factors and motivators. The theory explains the factors that motivate employees by identifying their individual needs and desires. The first factor dissatisfaction factor is referred to as "hygiene" and the second satisfaction factor is called "motivators" (Bradley, 2003).

**Hygiene factors:** Hygiene factors are organization related. Like the policies and procedures, salary and job security. Dissatisfaction comes if these factors are not present in the organization. It breaks down the physiological needs expected by the employees and the need for them to be satisfied (Bradley, 2003).

Motivator factors: Motivator factors determine satisfaction. They are intrinsic factors including acknowledgement, sense of achievement, responsibility, and personal development which motivate employees for greater productivity (Bradley, 2003).

Acquired-Needs Theory of David McClelland's

1961 David McClelland's highlighted three needs required by employees to be satisfied and motivated in the organization (Ryan & Deci, 2000).

**Need for Achievement:** The employee with high need of achievement tries and does the best to attain challenging goals and objectives. Taking responsibilities is a character of the need for achievement person.

**Need for Affiliation:** The person who has a high need for affiliation is people oriented more than task oriented. The desire and needs of making relationships with people is there.

**Need for Power:** The person who has a need for power is in a managerial level where he wants to give orders and direct employees.

## **CHAPTER II. RESEARCH METHODOLOGY**

### **2.1. Methodological Basics**

This study adopts a qualitative method in a bid to get an exhaustive relative understanding regarding motivation of medical workers in Ukraine and Nigeria with emphasis on the factors and context. Qualitative study is utilized so as to depict in words instead of in numbers the rationale behind motivating medical workers and its attendant effect on their behavior as well as performance, thus non-participatory observation and semi-structured interviews were employed.

Also, this study is cross-sectional, wherein data from respondents and the subset is analyzed, depicting the context in the medical profession. A retrospective approach has been employed and it permits a description of the methods for motivating medical workers in Ukraine and Nigeria comparatively.

### **2.2. Data collection modes**

Considering the study objectives, i.e. a thorough comprehension of motivation of medical workers in Ukraine and Nigeria, semi-structured interviews were utilized. First, semi-structured interview was chosen since it permits us to ask the main questions used in the same manner for every interview, even though the order of these questions may differ, (depending on respondents' experience). Additionally, questions in the unstructured interview is subject to modifications based on respondents' experience.

This manner of data collection is apt owing to the ensuing reasons: (a) in the absence of consistent models in motivation methods across hospitals, the researcher retains the opportunity to build the competence and knowledge step by step, interview by

interview; (b) throughout the duration of the interview, participants unreservedly and readily express their views and opinions, ensuring the researcher acquires more in-depth knowledge regarding the subject; (c) data obtained is comparable and reliable.

Bearing in mind the constrained budget of the research and high-level territorial distribution of medical workers in Ukraine and Nigeria, we opted for Skype interviews in some instances rather than face-to-face interviews. Even though cyber conversation is not without its weaknesses, i.e. (1) physical presence grants the researcher the opportunity to study the body characteristics and disposition of the informant, (2) information may be inadequate and subjective owing to connection-related challenges with low atmosphere of trust, (3) disruptions from informants, which still encompasses voice and video communication.

This method of data collection appears to be relatively expedient for most of the informants seeing as they often utilize it when communicating with their family members who reside overseas. Besides, we enquired from informants if they were comfortable discussing their motivation approach, level e.g. wages, incentives on Skype and those who showed their discomfort were not interviewed but rather proffered a face-to-face interview means of collecting data.

Besides Skype interviews, all face-to-face semi-structured interviews were conducted in the homes of the interviewees as chosen by them. On the average, duration of interview was about 30 minutes to 1 hour. The shortest interview lasted 30 minutes while the longest lasted for an hour. Interviews were conducted one-on-one with a semi-structured format, and an interview guide was followed.

***Data Quality Assurance and Analysis:*** All the interview sessions were digitally recorded and transcribed word for word. The data was painstakingly listened to and transcribed.

### **2.3. Selection of Respondents**

In this study, we have concentrated on medical workers practicing in Nigeria and Ukraine. We intend to find out reasons why they ought to be motivated, the motivation approaches, if they are adequately motivated, as well as the effects of these motivations on their performance and behavior. We will also compare all the above between Nigeria and Ukraine.

**General Population:** In 2017 there were approximately 44 doctors per 10,000 persons in Ukraine, a decline from the peak of approximately 49 doctors per 10,000 Ukrainians in 2010 and 2011 (Stewart, 2018). The number of registered medical doctors in Nigeria has increased to 74,543. This population equates to 36.3 percent of medical doctors per 100,000 population (doctor to population ratio of 1:2753).

**Recruitment of the respondents:** Since our study is not representative by nature hence, we have recruited 20 medical doctors to partake in the study; 10 from Ukraine and 10 from Nigeria.

**Sample design:** respondents' selection was based on the snowball sampling and convenience sampling techniques. Snowball also termed the chain-referral sampling method which involves primary data sources to be utilized in the study, is a method based on referrals from initial partakers or subjects to generate additional subjects. The snowball sampling guarantees the capacity to recruit covert populations; and data may be collected in a short period of time.

Due to the use of snowball sampling, we have identified four persons from four different hospitals (two in Ukraine, two in Nigeria), whose experience is applicable to the study. They have been requested by the researcher to find other valuable informants. We used different hospitals so as to spread out the geographical variability of the study.

Inclusion and exclusion criteria for respondents were developed:

**Inclusion Criteria:**

- English language as a communication language
- Medical doctors who have practiced for at least two years
- Work in Nigeria or Ukraine

**Exclusion criteria:**

- Not a medical doctor
- Non-English speaking
- Coming from a country outside Ukraine or Nigeria
- Duration of practice less than 2 years

## **2.4 Research Instrument**

All questions were structured such that it addresses the research purpose. The guide for the semi-structured interview is presented in Appendix A. Its structure is the following:

Part A comprises of questions on basic information regarding respondents, including previous background and education, duration of practice and the nature of hospital (public or private).

Part B encompasses questions about reasons why they should be motivated, the motivation approaches, and if they are adequately motivated.

Part C comprises questions on the effects of these motivations on their work performance and behavior.

The researcher used a voice recorder and a question guide, nonetheless, during the interview the researcher took notes on paper. Sensitive topics (such as approaches of motivation) have been carefully framed and pre-tested. Primarily, interviews also had the format of pre-testing the guide and the questions, and those not clear to the respondents, were modified.

## **2.5 Ethical Principles of Research**

Participants were fully briefed on the topic prior to the interview, and they were primed that the session was being recorded. Voluntary participation of the respondents was sought before further proceedings. Prior to the commencement of the interview, confidentiality consent was obtained with participants informed regarding the nature of the interview process as well as the assurance that their names would not be associated with the recordings.

Also, the recordings were kept in a secure location, not to be shared with anybody and meticulously utilized by the researcher (the master student), and the study was confidentially undertaken.

## **CHAPTER III: MEDICAL WORKERS MOTIVATION: REASON, APPROACHES AND ADEQUACY**

### **3.1 Background of the respondents**

As stated in chapter two, 10 respondents each were selected from Nigeria and Ukraine to give a total of 20 respondents. All respondents are medical doctors that are practicing in both countries. Out of the 10 respondents from Ukraine, 6 were males and 4 were females. In Nigeria, 7 male respondents were selected as against 3 female respondents. Therefore, the both countries have more of male doctors. Nigerian Medical Association NMA (2020) revealed that fifty nine percent of the registered medical practitioners were in good standing with 35 percent being females.

All the 10 doctors that were selected from Ukraine are working in the public sector, while 6 out of the 10 Nigeria based doctors are working in the public sector while the remaining 4 are working in private hospitals. It is very evident that a good number of Nigerian based doctors are working in the private sector.

*“I work in a private sector because for some years now, government has refused to recruit doctors into the public workforce”* (Nigeria-based doctor)

### **3.2 Reasons why medical workers have to be motivated**

#### **To improve effectiveness**

Virtually all the medical workers interviewed were unanimous in their response that they need to be motivated in order to ensure their effectiveness at work.

Performance quality in health facilities depends to a considerable degree on the assortment of available human resources as well as its motivation. Personnel remains

one of the most significant inputs to any health scheme and exerts a robust impact on the performance of health facilities.

A feature of the current system of material incentives in the budgetary sector of Ukrainian health care is that the employee's salary is practically independent of the quantitative (number of patients admitted and the number of services provided) and qualitative (treatment effectiveness, quality of services provided, etc.). The management of medical institutions has extremely limited opportunities to encourage better employees.

At the same time, every medical clinic or hospital has a fund formed by charitable contributions of patients and patrons of art, whose means can and should be used to reward employees and develop other incentives for their effective work.

Career growth in the Ukrainian medical institutions is quite difficult because obtaining high administrative positions, e.g., a head of a department or chief physician (top manager), is a result of nontransparent competition with the possibility of corruption abuses. Hence, doctors and nurses have very limited career opportunities and other labor incentives.

In Nigeria, the federal government has admitted a number of times that better motivation of medical workers will engender better work output, but delay in salary payment in most of the centers has constituted an impediment to work effectiveness in the hospitals.

### **To curb corruption**

From the interview conducted, all the medical workers from Nigeria and Ukraine admitted that workplace motivation of medical workers is a strategy aimed at curbing all forms of corruption by the doctors in the hospitals.

Currently, in Ukraine, the medical staff is a low-wage workforce with low rights, but high responsibility. The health-care system encourages doctors to corrupt medical practices, i.e., charging shadow payments for medical services from patients (for every visit, diagnostics, operation, etc.) or earning money as agents of pharmaceutical companies on recipes and wrong recommendations. This bad practice every year worsens the quality and effectiveness of medical services, as evidenced by the lowest rating of the health-care system in Ukraine among 32 European countries. As a result, many talented doctors and nurses leave Ukraine and find work in other countries.

It is also important to note that despite of decades of effort to provide effective, equitable and affordable health care services, health indices in Nigeria have either remained unchanged or declined. Surprisingly, financial and technological resources are not the major barriers to improving the health system in Nigeria. Rather, poor implementation of systemic improvements is responsible and personnel motivation is a vital ingredient in this functional failure. The motivation of workers is influenced by several factors. Financial resources including salary and other benefits is just one of the elements.

Generally, findings from this study revealed that the reason for motivating medical workers in both Ukraine and Nigeria is to promote work effectiveness and also curb corruption in the health system.

As stated by Urichuck (2002), a well-motivated worker will boost organizational capability towards attainment of its aims, targets and goals as well as engaging everyone in building a robust organizational culture. Furthermore, employees who are motivated have a sense of tactical alliance with the organization thus increasing their dedication and loyalty in their day to day activities (Anne, 1994). Similarly, Buttner and Moore (1997), conducted a survey on 'Happy Employees Make

Productive Employees’ and in their findings stated that whenever workers’ behaviour improved by 6%, client gratification soared by 1.4% as well as an increase in turnover by 5%. Therefore, well-motivated staff are often more productive as compared to others and at the same time increasing client satisfaction.

Motivated workers could positively influence an organization’s essence such that the workplace becomes a place where workers look forward to interrelating with others rather than merely the place to ‘pick up a paycheck’ (Nandanwar Surnis, Nandanwar 2010). Additionally, a properly motivated establishment will certainly have greater number of motivated staff who will be extra productive resulting in great savings in cost (Urichuck, 2002). Additionally, employees who are contented impact positively on organizational culture, yielding numerous subtle yet correspondingly significant proceeds (Yongsun, Barbara, Christy, 2002). Findings also revealed that individuals, who were motivated by means of sponsoring them abroad to gain skills and to work, were perceived to be valuable resource persons due to the fact that they usually have more to offer on their arrival.

### **3.3 Motivation approaches of medical workers in Ukraine and Nigeria**

Based on the interview that was conducted, the motivation strategies used in Ukraine and Nigeria for medical workers were identified. Financial and non-financial methods were identified in both countries.

#### **Praise and recognition**

Respondents from Ukraine stated that they are motivated by praise and recognition from colleagues, patients and emotional experience during the course of managing a number of conditions.

*“Personally, for me, financial motivation is not the first place on my list. Non-financial motivation can be respect from colleagues, patient satisfaction, love of*

*science, and a sense of social significance, emotional experiences. My motivation, first of all, is God. Yes, faith in Him inspires me not to give up and even move forward. It helps me love my patients, even if they don't always follow my appointments or when they get bored. And second, it is personal development". (Ukraine-Based Doctor)*

Majority of the Medical workers from Nigeria stated that they sometimes get commendation and recognition for a job well done.

*"Commendation from superiors, patients and acknowledgement from people go a long way to boost our morale in the course of my practice". (Nigeria-Based Doctor)*

Articulating thanks in addition to admiring people remains one of the commonly employed means of employee motivation. It is effortless and simple to use, and usually comes from the heart naturally. Staring at an employee face to face in the presence of others and saying thanks, truly signifies a lot to the employee (Salasiah, Zainab, Rosmawati, Ermy, 2010). Workers often value being acknowledged for a job well done and the general perception of being esteemed as an individual. Praise is inclined towards connoting even bigger import and motivational impact (David, Louis, Micheal, 2004). As stated by (ID, 1983), praise remained the response of most workers surveyed with respect to motivation. Furthermore, participants drawn from various forums and conferences regarding motivation agree that praise remains the most focal issue for motivating staff.

### **Salary/Wages**

Respondents from both countries were unanimous on the fact that salary and wages are the primary approaches to medical worker motivation in both countries.

*“...financial motivation occupies an important place in our facility. The management establishes it because the more patients the doctor will have, the higher the salary will be”.* (Ukraine-Based Doctor)

*“the fundamental approach of motivating us for our job is the payment of salaries and other associated allowances”.* (Nigeria-Based Doctor)

Monetary aspects such as allowances, bonuses, payments, and salaries positively impact and upsurge workers' productivity as revealed by a survey conducted by Locke, Feren, McCaleb, Shaw and Denny (1980) where they resolved that the introduction of individual payments, increased rate of productivity from 8% to 19%. It therefore becomes apparent that motivated and satisfied employees works hard to boost productivity and as a result add value to the entire enterprise. The researchers Guzzo, Jette, and Katzell (1985), carried out an investigation on motivation programs and productivity and discovered that monetary aspects and payments exert the greatest influence on employee productivity. Additionally, Judiesch (1994) asserted that payment and remuneration increments for personnel from various firms, boosts productivity.

Also, for workers to feel secure in the workplace, they would rather get decent wages and stipends than being appreciated (Trank, Rynes, & Bretz, 2002). Certainly, gratitude is essential for motivation of employees, however, this preceding assertion rationalizes that decent wages are more important.

### **3.4 Adequacy of medical workers motivation in Ukraine and Nigeria**

Based on the data obtained during the course of the interview, information as to whether medical workers in Nigeria and Ukraine are adequately motivated are presented in this section.

Findings from the interview revealed that 6 out of the 10 responding Ukraine medical workers stated that they are not adequately motivated for their job.

*“....must go abroad or leave their jobs due to low wages”* (Ukraine-Based Doctor)

Result from the interview further revealed that all the responding medical workers stated that they are not adequately motivated and that there is serious need for improvement in their motivation packages across board.

*“for now I’m still fine with my salary because I’m young and single, I can afford most of the things I need. The amount I’m collecting as salary now won’t be enough again if I have dependents”* (Nigeria-Based Doctor)

McCabe et al, (2019) reveals that there is common traits and differences in motivational adequacy between Ukrainian and Nigeria medical workers. They further stated that Ukrainian medical workers are more optimistic than the Nigeria medical workers as indicated by a higher average level of estimates for the entire sample, also, high interest in the work can be traced both among Ukrainian and among Nigeria medical workers. Similarly, Nigerian medical workers are somewhat less motivated by the altruistic motivator “working to help others,” as well as the desire to approach “working closely with people” with patients; however, unlike their Ukrainian counterparts, they are more interested in “job opportunities,” “responsibility in job,” and “professional prestige/high status.” If for the Ukrainian medical workers the external motivators associated with obtaining material benefits are located at the bottom of the rating than their Nigerian colleagues, these motivators take middle positions in the ranking, and hence, they have a higher value. Employee performance transcends mere tasks and jobs to be done in order to get bonuses or a pay rise. Rather, it is an enduring process wherein the main objective is to enhance not just individual but also business performance (Baker, 1999).

Besides, employee performance remains the process employed in most firms as a means of determining employee capabilities as well as productivity, and typically, these workers set their goals and targets for the forthcoming period; do their best to attain it, oversee it and build the right competencies (Vallerand, 1993). It also serves as a means of evaluating employees with respect to their job efficiency within the organization via performance appraisals which examines the strengths and frailties of the individual so as to determine areas they may probably work on (Goldthorpe, Lockwood, Bechhofer, and Platt, 1968). Two researchers; Spurgeon and Harrington, (1989) were of the opinion that workers with high-ranking performance rates are often eager to lend additional effort to the firm whenever it is needed. Furthermore, well-motivated workers tend to be more devoted to their firms thus generating pleasant outputs (Ono, Watanabe, Kaneko, Matsumoto, and Miyako, 1991).

Also, most of the scholars discovered that motivation assisted in improving the strength of the individual towards the job (Asad, 1986). As stated by Bradley, (2004), most researchers perceive the clear link between motivation and employee performance, and once employees are motivated, they will be more productive. In addition, improved performance results in high-level of achievements as well as greater motivation. Satisfied and well-motivated employees have the power to execute assigned tasks explicitly.

## **CHAPTER IV: THE EFFECT OF MOTIVATION ON MEDICAL WORKERS' PERFORMANCE AND BEHAVIOUR IN UKRAINE AND NIGERIA**

The analysis interviews showed that most of the participants from Ukraine and Nigeria are not satisfied with the financial allowances they get from the management like hazard, housing, transportation and call duty allowance. Also, they stated that financial aspects really affects their performance toward the work but majority of them, said no. From the above finding we can say that it is not a must that whoever is financially satisfied with whatever he/she is getting from the job should influence the work of their performance positively. As most of them are not satisfied financially but they see it is not influencing their performance positively or negatively. So it is not a factor of motivation among medical workers in Ukraine and Nigeria.

Most of the medical workers from Ukraine and Nigeria feel satisfied and motivated when they get extra duties and responsibilities. So, apportioning new roles to individuals is a great factor to motivate them. And according to David, Louis, Micheal (2004), who agreed that giving new roles and responsibilities to people, they will be, motivated to work harder.

Locke, Feren, McCaleb, Shaw, and Denny, (1980), Guzzo, Jette, and Katzell, (1985), Judiesch, (1994), Trank, Rynes, & Bretz, (2002) and Harrison, Virick, &Williams, (1996); Trevor, Gerhart, & Boudreau, (1997), agreed that financial aspects and employees payments crucially affects employees performance and productivity and back to the literature review, most of the researchers agreed that salary and wages are very important for the satisfaction and productivity of employees and hence business performance. But, from the above lines we can say

that it is not a major factor for medical workers in Ukraine and Nigeria to be motivated.

Management support and communication with their employees has a major effect on their performance and motivates them toward the best. It also goes under management recognition and appreciation for their employees. As Salasiah, Zainab, Rosmawati, Ermy, (2010) stated that when management appreciate and praise their employees, they tend to work and perform better.

According to that, the findings showed that more than half of medical workers in Ukraine and Nigeria sometimes get feedbacks from their management about their work and again big number of them replied that their work is recognized and appreciated by their respective authorities and senior colleagues.

Furthermore, only very little number of the medical workers in Ukraine and Nigeria replied that they are encouraged by their management to take decisions and said that they are usually involved in decision making process. So, more than half of them are not encouraged and involved in decision making task by their respective management authorities. Which is a point that they are not satisfied and motivated about.

So, we can comment that the above medical workers in Ukraine and Nigeria are experiencing drive reduction where Sara, Barry, and Kathleen, (2004) mentioned that this approach looks after the connection between needs and how to satisfy it and every individual has certain drives which takes him toward self-actualization and satisfaction.

Following up with medical workers in Ukraine and Nigeria and their feeling that they are encouraged toward the work and they are trusted to do the work is a big motivation factor. From the interviews, 60% of the Ukrainian medical workers

replied with no for the management communication and 50% again said no for the following up regarding whatever skills they need to do the job. 80% of the Nigerian medical workers replied with no for the management communication and 100% again said no for the following up regarding whatever skills they need to do the job. They just are given the task to do and leave them doing it. It is good to give trust for employees regarding whatever tasks and responsibilities they are gives, but they have to be guided on how to perform the task and the job required. Keeping the employee without support from the management or a senior manager, will demotivate his/her toward the work.

Praise and appreciation have been seen as major motivation approaches which have top quality influence on employees toward motivation. Findings from the interview revealed that, 70% of the Ukrainian medical workers feel that appreciation is the factor which will motivate them in the workplace. 60% of Nigerian medical workers feel that praise and appreciation can motivate them in their workplace. Awards and promotions got a low percentage among medical workers in Ukraine and Nigeria as they are not the main factors of motivation, as they see. Work itself can be very rewarding to an employee, especially then coworkers and superiors reward it with praise or tangible awards. Individual accomplishments should mean something to the health institutions and should be pointed out in praise that will help to further increase productivity, make the medical worker feel appreciated, and set a pattern for other employees to follow, knowing that they will get rewarded.

So, unparsed and not appreciated workers are considered the main issues which lead workers leaving the service (Salasiah, Zainab, Rosmawati, Ermy, 2010).

Praise and appreciation are seen as the simplest form of motivation to be used and they have a powerful effect. Salasiah, Zainab, Rosmawati, Ermy, (2010) stated that when employees perceive that they are appreciated and praised by their

management, they more likely perform better which leads to higher organizational productivity. So, employees are in a bad condition concerning the approaches of appreciation and praise.

Back to the literature review, almost all researchers agreed that for managing authorities to be motivators, they have to be leaders. As, appreciation, recognition and support are main characteristics of a leader, so leaders will better motivate their workers than ordinary management without leadership qualities (Holly, Buttner and Dorothy, 1997).

So, almost the half of the medical workers in Ukraine and Nigeria see that they are not getting the support from their management which delays whatever task or job they are working on. Also, it is obvious that management doesn't recognize their employees work and hence no appreciation is there. In order to get employee performance output and be aware of up to what extent the organization employees are performing, a performance appraisal should be performed. It is a step to check the relationship between employee motivation, performance and business productivity. If employees are motivated, and they are performing well, the institution will be in a good shape and will be performing and producing positively.

It is understandable that when the employee is not motivated, he/she will not be performing well. They might do the job which is required and have been asked to do, but not with the quality and excellence expected. As Bradle, Chyan, Bih-Huang, and Hero, (2004) stated that motivated employees will do their utmost to provide the highest quality task and job which will enhance institution performance and productivity. Existing researches have demonstrated the relationship between employee motivation, performance and institution performance and productivity which showed that there is a positive relationship between them. If employees are motivated, they will be performing with rate 5 which will highly positively affect

institutions' productivity and performance. The case of medical workers in Ukraine and Nigeria shows that the workers are not motivated enough to perform with high rate that can massively enhance the productivities of those hospitals.

The major direction of motivation of employees is the money approach. Institutions must consider money and wages as the main motivator for their employees. Failure to do this will not bring the desired outcome and workers will be demotivated.

The data analysis showed that it is obvious that medical workers in Ukraine and Nigeria are not financially and monetarily satisfied but it is not the only approach they need. Most of the employees are not satisfied with allowances like call duty, hazard allowance and leave entitlements. Employees also see that the main factor influencing them is the management communication style and appreciation which motivates them the most. So, management should keep in mind that the way of communication is vital when choosing the motivating approach.

Giving employees bonus and salary increments every year doesn't really work in motivating employees. As researchers entitled, there are factors and criteria management should consider before selecting and deciding on the motivation approach for their employees.

## **Limitations and Strengths**

### **Limitations**

The current research is confronted by a number of limitations. Primarily, small number of respondents constituted a kind of limitation for this study, because doctors belong to an extremely busy group of workers, getting them interviewed can be frequently very challenging in both Nigeria and Ukraine, hence, low response rates from participants. This can be attributed to doctors' long hours of work, call duties and inability to answer phone calls.

One other limitation confronted during the course of this work was the limited access to the medical workers in Ukraine and Nigeria. Doctors do not feel comfortable having a one on one interview with strangers especially when they are not acquainted with you. So, the penetration to these doctors without knowing the researcher very well was a limitation. Bias and respondents being shy to air opinions

Moreover, the number of male respondents is higher than that of female. Normally, the researcher is supposed to select equal number of respondents from both gender from Ukraine and Nigeria i.e. 5 females from Ukraine and 5 females from Nigeria but the medical association of both countries have it on record that the number of male medical workers is higher than that of their female counterpart. More female respondents from both countries under study may have created room for more in-depth findings.

### **Strengths**

The primary strength of this research is that data collection was spread across 4 different health institutions (2 in Ukraine, 2 in Nigeria) as a way of preventing institutional bias.

Also, the researcher being a medical worker provided a solid platform for all respondents to give their most honest responses.

One other strength was that the interview was made to be adaptable, easy and suitable for the participants to feel relaxed and give their unbiased answers.

## **CONCLUSIONS AND RECOMMENDATIONS**

This research provided an in-depth survey into motivation of medical workers in Ukraine and Nigeria. Qualitative findings from the interviews revealed the context and factors of motivation among Ukrainian and Nigerian medical workers. Background check of the respondents revealed that they are all medical doctors practicing in Ukraine and in Nigeria. Majority of them are males and also a large proportion of the respondents are working in the public sector.

Conclusively, results revealed that medical workers in both countries are motivated in order to guarantee work effectiveness and stimulate their commitment to their job duties, and also to curtail corruption that may be a product of poor welfare.

Similarly, most of the respondents agreed that the two approaches of motivation being used by their respective institutions are salaries/ wages and praise/recognition. The salaries come in form of monthly remunerations, allowances, bonuses. The praise/recognition comes in form of word of mouth used in eulogizing good performance at work and letter of commendation for excellent performances.

Further findings revealed that most of the medical workers in Ukraine and Nigeria are not adequately motivated, even though many of the respondents agreed that money is not their greatest motivating tool. They admitted that if the financial motivation, praise and recognition can be improved upon by the management, it will go a long way in motivating them better. These factors were identified as factors that could improve medical workers' performance and productivity by engendering good behavior in them.

The findings from this study indicate a need for the hospital management to address weaknesses identified and implement recommendations to improve the morale of medical workers. Although remuneration was among the factors contributing to low

motivation, the study revealed that this was only part of a larger and more complex problem. Based on the extensive survey of medical workers reported here, several recommendations are proposed.

First, the hospital management needs to set clear performance goals and job descriptions for medical workers. The goals forming a basis for the monitoring and evaluation of completed tasks, both by the workers themselves and by management. Positive reinforcement should be administered for work well done.

Second, comprehensive assessment of performance should be conducted frequently and appropriate reinforcement given for good service with less focus on punitive measures.

Third, raise in salary and promotion should be actively considered to reward good performance. However, alternative means of reinforcement should also be implemented and frequently used, including verbal reinforcement, letters of recognition for tasks performed well, priority for short- and long-term training for workers who excel in their performance, and creating an environment where good service generates self-motivation for the medical workers.

Fourth, there is need to initiate mechanisms to improve communication amongst medical workers in different units and between management and medical workers. This may involve improving internal telephone communication, developing a better communication system for night-workers such as providing mobile phones, increasing the frequency of meetings within and across departments, and reviewing the mechanisms for disseminating information to medical workers to reduce 'corridor' gossip as the main means of information being passed on.

Furthermore, there is need to improve perception by medical workers of concern for their welfare, particularly with regard to meal breaks, assistance given to sick

workers or their close relatives, and better conduits for interaction among medical workers themselves and between medical workers and management at various levels (for example, through sporting or social events).

Finally, it is of utmost necessity and priority to improve the availability and quality of hospital equipment and supplies at all levels.

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Questionnaire Form

*Consent Form*

**Dear Doctor,**

I want to thank you for taking out time out of your very busy schedule to honour my invite. This interview is a part of the qualitative study on the Motivation of Medical Workers in Ukraine and Nigeria undertaken as part of my Master Course on Health Care Management School of Public Health in the National University of Kyiv-Mohyla Academy.

The purpose of this study to reveal the reason why medical workers need to be motivated, compare the motivation approaches of medical workers in Ukraine and Nigeria, find out if medical workers in Ukraine and Nigeria are adequately motivated and to examine the effect of motivation on medical workers' performance and behavior in Ukraine and Nigeria.

This is not to assess or hold you to your opinions, so please do not feel uncomfortable to give a specific response. I would like you to feel safe, secured and confident enough to give your honest answers which will be helpful to me in achieving my desired outcome for my thesis.

I would like you to give genuine answers, letting me know what you think and what your experience is with regard to questions on the motivation of medical workers in your country. This interview should take between 30 and 60 minutes but no longer than 60 minutes.

Your answers will be held in utmost confidence and privacy, your identity will not be revealed anywhere else and all the responses would be analysed and delivered in an organized and generalized manner, i.e. anonymously.

If all is clear and understood, would you like us to proceed with this interview,  
YES NO?

I sincerely appreciate and value your time, availability and immense support!

Olorunnipa Eniayekan +380932288771 (viber) [enisphronesis@yahoo.com](mailto:enisphronesis@yahoo.com)

## GUIDE

### PART A

#### INTRODUCTION

Could you please tell me about your background - your profession, where do you work, education.

- What level of health sector do you work?
- What is your current position in your department?
- Which area of medical care do you specialize in?
- How long have you worked in your particular area of specialty?
- How many health care workers are working in your facility?
- Why did you decide to be a medical doctor?
- Was it your decision or your family insisted?

#### FACILITY

- Tell me about how well utilized you think the facility is
- Do you have enough equipment and health care goods to provide care?
- What are the sanitary and other conditions of your work?
- Tell me about how the working equipments and working environment at work contribute to your motivation?

### PART B

#### MOTIVATION FOR BEING A HEALTH WORKER

- Is medical doctor considered as a respectful and prestigious profession in your region? country?
- What financial incentives are of medical doctors?

- What other non-financial (overall) stimuli are in the area?

## PART C

### SATISFACTION

- Do you feel motivated to do your work as a medical doctor? Could you please illustrate your answer with different working situations - when you feel more or less motivated?

- How do you often feel most of the work day?

- Can you talk about any form of motivation in form of financial incentive for you as an employee?

- Can you talk about any form of motivation in form of non-financial incentive for you as an employee in your department?

- What two things motivate you in your position?

- What two things do you think motivate your colleagues in their work?

How would you describe the management – staff relationship in your department?

- Is it supportive? controlling?

- Tell me about the attitude of senior colleagues to work in your department.

- How would you describe the atmosphere - relations among the colleagues? Tell me about the interpersonal relationship in your department.

- Do you think there is need for more workers in your unit? Why or why not?

- How do you see the engagement of human resources (other health workers) in your department?

- Tell me about how this motivates you as a physician?

- Do you feel that you have the autonomy at work?

- How would you describe the career opportunities for staff in your area of specialization?
- Due to the current opportunities you can see around, how motivated are you to do more?
- What is your opinion about physicians' eagerness to specialize in your field due to some underlying benefit(s)?
- How about continuous professional development - does it motivate you as a physician?
- What should be changed in your opinion in terms of motivation for physicians in your country?