Motivation of Employees in a Depressed Economy: The Case Study of Healthcare Sector, Edo State, Nigeria

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Abstract

Following the sharp increase of brain drain of health workers to developed nations, experienced in Edo State and Nigeria in general, there has been a decline in the commitment of healthcare workers practicing locally. This paper examined the motivation of workers in the Health sector of Edo state in this depressed economic situation. Edo healthcare workers are experiencing unsatisfactory living conditions, and Edo State government has introduced some measures to remedy the abnormality imposed on the workers by the economic situation by paying 13th month salary, regular promotions and training of the workers. This Seminar paper concluded that Edo State Government needs to do a lot more of motivation to redeem the workers from the effects of the depressed economy. This paper therefore recommended among others that training of health personnel should cut across all sectors of health care workers and the provision of good roads, and electrification should be extended to the rural areas to motivate the healthcare workers serving in the rural areas in the state.

Introduction

In the recent years, scholars and professionals have associated major factors for the continual brain drain and incessant strike actions of health workers to motivational resource issues constantly absent in Nigeria's health institutions. Health workers in Nigeria are paid meagre salaries, often work in insecure areas, and have heavy workloads, yet they lack the most basic resources, including drugs and medical equipment, and have little chance of career development. This led to the doctors complain of brain waste and seek opportunities for professional development in countries with better medical infrastructure. According to Opeke, et al (2019), The rate of attrition from the health sector in Nigeria is significant with an estimate annual loss of 2.4% of Nigeria's skilled health workforce, For example, in 2018 an average of 2000 medical personnel left the shores of Nigeria like the other years for better opportunities overseas (Eriki, et al, 2015).

Most countries especially less developed ones have been found to have less than 50% of the required staff available to provide health care in most health institutions, and in most cases, health care service are provided by non-qualified staff. Health workers are leaving their workplace because of difficult working conditions. This portents grave danger to the poor who want to access health care World Health Organisation (W.H.O, 2019). This scenario is not different in Nigeria as many health workers are leaving for greener pastures.

Nigeria and indeed the global economy are currently in a state of severe depression as affirmed by economists, financial experts and policy makers. This is a result of widespread political corruption, economic mismanagement and external indebtedness. This manifest in so many ways including high cost of living, soaring unemployment, wide spread poverty, and the slide of the naira in financial markets (Akinde, et al, 2015).

Health-care system in developing countries are suffering from years of underinvestment, and health workers are subjected to low wages, poor working condition, lack of leadership, and few incentives of any kind. In corroboration, Korte (2013) observed that the motivation of health-care workers, low job satisfaction and motivation affect the performance of health workers as well as

acting to push people to migrate. Also, non-financial incentives are important in motivating health care workers both to do a good job and to continue working in public health services.

Workers motivation is of critical importance in the health sector which is highly labour intensive and quality service oriented. Quality, efficiency and effectiveness of health care service are directly related to and affected by workers motivation. Human capacity is of paramount importance in controlling other resources of production for a desired result. According to Sara and Lynne (2019), effective and efficient health care systems depend critically upon actions taken by individuals working in the system. And motivated workers can work more regularly, work more diligently, and more flexible and willing to work.

Motivation has become a very important concept in organizations as the overall performance of a firm depends on the performance of its employees. A highly motivated person works harder to justify his pay while an unmotivated worker exerts little or no effort in achieving the organizational goal. Motivation unifies organizational activities, modifies human behaviour, results into positive changes and increase productivity level. It is a skill that is essential for any business to survive and succeed. According to Robbins and Coulter (2017), motivation is the process by which a person's efforts are energized, directed and sustained toward attaining a goal. It is inducing others in a specific way towards goals specifically stated by the motivator. These goals naturally must conform to the corporate policy of the organization.

Motivation means providing an incentive, an urge or drive, to impel and incite a person so that he can direct his behaviour towards a valued goal, want and need. In other words, it is the energizing of human behaviour or simply put the process of stimulating action. Motivated workers, always look for better ways to do a job, are more quality oriented and are more productive (Masion, 2022). Motivation comes from two things: the individual and other people. This is known as intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual such as a hobby, sense of achievement or a feeling of self-esteem without obvious external incentives. While extrinsic motivation consists of those which comes from

others such as money, promotion, coercion and threat of punishment (Parashaki & Lukertina, 2019).

Economic depression is something that the world kept abay for decades. According to Rearick (2023) depression is a sustained and severe recession . A recession is a normal part of the business cycle, lasting for a period of months, while a depression is an extreme fall in economic activity lasting for a number of years. It can also be said to be a severe and prolonged down turn in economic activity. It is an extreme recession that last for two or more years.

Depression is characterized by economic factors such as substantial increase in unemployment, a drop in available credit, reduced trade and commerce, and sustained volatility in currency values. Depression occurs where an economy is in a state of financial turmoil, as a result of a period of negative activity based on the country's Gross Domestic Product (GDP) rate. It is a lot worse than a recession, with GDP falling significantly and usually last for many years (Farran, 2023).

Motivating a worker in a downturn or depressed economy can make an organization fulfill and accomplish its set goals. When a worker is motivated even in a depressed economy, there is bound to be high productivity rate/value. In the recent time, health workers are leaving their workplace because of difficult working conditions. The series of industrial unrest happening in the Nigeria health sector is indeed alarming, the frequency and intensity of the strikes have created a serious lacuna in healthcare services provision and the trust patients have in our health system has been eroded.

This scenario in Nigeria has led to many health workers leaving for greener pasture (Federike, 2019). This portents grave danger to the poor who want to access healthcare.

As Buowari(2021) noted, while it cannot be argued that the doctors who leave in search of greener pastures abroad often get better remuneration and improved welfare packages than what can be offered them at home, the trend causes general and peculiar problems to healthcare delivery in Nigeria.

Against this backdrop, this paper decided to x-ray the motivational machineries put in place to motivate the health workers in this depressed economic situation in Edo State, Nigeria.

Theoretical Framework

Herzberg's Two Factor Theory.

This Seminar paper is hunged on the Herzberg two factors theory (1959). The theory was developed from Maslow hierarchy of needs (physiological, safety, social, esteem and self-actualization). Maslow posit that each level in the needs Hierarchy must be substantially satisfied before the next need is activated once a need is substantially satisfied, the next need becomes dominant (Anderson, 2014).

Herzberg divides Maslow's hierarchy of needs into lower-level and higher level set of needs. He observes that the best way to motivate a person is to offer to satisfy the person's secondary needs. According to him, there are two variable that influence or motivate – hygiene factors and motivators. Hygiene factors (status, job security, salary and fringe benefits) satisfy lower level needs. These needs are quickly satisfied and so offering more hygiene will therefore be an influence way to motivate employers. Motivators like challenging work, recognition and responsibility, satisfy higher level needs. They give positive satisfactions (Andize, 2006).

According to him, there are factors that influence motivation – hygiene factors and motivators. Hygiene factors: these are those job factors which are essential for existence motivation at workplace. Although these factors do not lead to positive satisfaction for long-term, their non-existent in any organization can lead to dissatisfaction. Hygiene factors therefore, are those factors, which when adequate in a job, pacify the employees and do not make them dissatisfied. These factors are also known as dissatisfyers or maintenance factors are required to avoid dissatisfaction. These factors include;

- **Pay**: This includes regular payment of wages and salaries, high wages and salaries, money incentives, and value attached to money, etc. The salary structure should be encouraging, and must be equal and competitive to those in the same industry within the same environment.

- **Fringe benefits:** A fringe benefit is a reward to an employee apart from a wage or salary. It usually provides at the expense of the employers, goods and services which the employee would have paid for. It is additional entitlements given to employees by management to supplement their wages. According to French (2008), it is something of value, apart from agreed regular monetary payments of salaries and wages, given by an employer to employee. They serve to attract and hold employees to the organization as it improves workers morale, increase employee security, generate greater loyalty and provides a positive public relations image.
- **Job safety or security:** The organization should provide job security to the employees. These include need for protection against danger, threat of physical attack, deprivation of the basic physical needs, work security, need for self-preservation, health insurance, income protection, safe working environment, retirement plans, the need for predictability and orderliness, etc.
- **Physical working condition:** The place of work be safe, clean and hygienic working condition, with updated and well maintained equipment.

2. **Motivational factors:** These factors according to Herzberg motivates the employees for maximum productivity. These includes;

- **Growth and promotional opportunities**: There must be room for growth and advancement opportunities in an organization to motivate the employees to perform well.
- **Responsibility:** The management must minimize control while retaining accountability, in order for employees to feel responsible for the work and exercise a sense of ownership over the job.
- **Recognition:** The management should praise and recognize the accomplishment of the employees. This gives the employees sense of achievement.

Relating these theoretical framework to this paper, in Nigeria, the inflationary economy has assumed a new dimension since 2020, wages and salaries have lost their purchasing power, it is only motivation (effective operation of welfare scheme) that will be of tremendous benefits and value to employees. That is why

the paper decided to determine the motivation machinery put in place to enhance the workers' productivity in Edo State in this period of economic depression.

Conceptual Framework

Healthcare: Healthcare is the maintenance or improvement of health via the prevention, diagnosis, treatment, recovery or cure of disease, illness, injury and other physical impairments in people. According to Enabulele (2018), Healthcare is the timely use of personal health service to achieve the best possible health outcomes. And it can also be seen as efforts made to maintain or restore physical, mental or emotional well-being especially by trained and licensed professionals (Aghahowa, 2018).In Nigeria, healthcare is built on the basis of three tiers responsibilities of the Federal, State and Local Government (National Health Policy, 2013).

Incentive: It is a form of compensation to the employers for their effort. Incentive are tangible or intangible rewards used to motivate a persons or group of people in a certain way (Hartman, 2019)

Economic Depression: An economic depression is an occurrence where an economy is in a state of financial negativity based on the country's Gross Domestic Product (GDP). With GDP falling significantly (usually last for many years) is caused by several catalyst such **as** unstable business cycle, catastrophic labels of unemployment and so on leaves a lasting mark in the history of a country (Ladipo, 2016)

Health Care System

According to World Health Organization (WHO,2017) Health is a state of complete physical, mental and social wellbeing and not merely the absent of disease or infirmity. The right to enjoy highest attainable standard of health is one of the most fundamental human rights in the Constitution of the World Health Organization. All member countries of the United Nations(UN) have the mandate to provide basic, affordable and universal healthcare for their citizens. Healthcare system could be defined as efforts made to maintain or restore physical, mental or

emotional wellbeing, especially by trained and licensed professionals (Aigbiremolen el at., 2014).

Nigeria operate a three tier system of health care delivery in which the Federal Government is responsible for the provision of health services through the tertiary and teaching hospitals, the State Government provides same through secondary hospitals, while the Local Governments through the primary health care centers(PHCs). (National Act, 2014).

Nigeria is facing a health crisis occasioned by a number of factors, essentially welfare of the staff and infrastructural issues, which have affected the sector over the past few decades, the two major causes boil down to the issues of motivation. While retrospecting on the pathway to the rapidly declining performance of Nigeria's health sector. According to Osotiemehin (2015), the health sector is characterized by lack of effective stewardship role of government, fragmented health service delivery, inadequate and inefficient financing, weak health infrastructure, mal-distribution of health workforce and poor coordination amongst the key players.

The poor quality of health services continues to impede progress toward improving both access to and the use of essential public health services in low and middle-income countries (LMICS). This is aggravated by the inefficient use of scarce resources, such as manpower, medical equipment, and supplies. Motivated and well-trained health workers are essential for high-quality service delivery. Job motivation affects health workers performance, service delivery and health system performance, improved job motivation is needed to overcome these problems (Lindn1er, 2017).

The entire success of an organization is based on how the organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation (Al-Madi, et al., 2017). It is very important for the organization to meet and introduce new motivational tools of employees since the change has been observed on the workplace realities in today organization (Chintallo & Mahadeo, 2013). Most organizations have gained immense progress

by fully complying with their business strategy through a well-balanced reward and recognition programs for employee (Kawara, 2014).

Motivation of Health Care Workers

The human nature is a prerequisite to effective employee motivation in a workplace. What motivates one person might not motivate another. This occurs because of what psychologists call the law of individual differences (the fact that people differ in their personalities, abilities, values and needs). Therefore, understanding human nature can lead to effective management. It is important so as to make workers satisfied, happy and highly productive. (Aziri, 2019)

The job motivation of health workers has many drivers. Motivation can be seen as an individual's degree of willingness to exert and maintain an effort towards organizational goals and can be influenced at many levels; the individual, organization, health sector, community, workers' individual goals, self-concepts, expectation, and experience are important individual level determinants of motivation. Health workers may be motivated by several factors, for example, be motivated because they have been trained for the job and feel that they have ability to perform well, and expect a return either monetary, such as financial incentives or income or non-pecuniary, such as trust or reputation (Joseph, 2015).

The term motivation refers to factors that activate, direct and sustain goal directed behaviour. It is the "whys" of behaviour, the needs that drive behaviour. It is an act or process that gives a person a reason to do something in a particular way, or explanation for the repeated behaviours, needs and desires. The importance of organization cannot be overemphasized. Regardless of size, market and technology, every organization wants to be successful and maintains a constant progress even in the current economic situation in the country. In order to achieve these goals and objectives, strategies must be developed and well implemented with the effective utilization of all capable resources especially human resource (Attipoe, et al., 2021).

According to Zameer et al.,2014), motivation persists in putting forth effort to achieve set goals. It is inducing others in a specific way towards goals specifically

stated by the motivator. It is the process by which a person's effort are energizing, directed and sustained toward attaining a goal (Dugguh, 2014). Collaborating the above definition, Reieve (2015), stated that motivation is a phenomenon that explains the processes giving rise to individual energy and endurance, and it is also a pathway towards a specific behaviour. The specific behaviour that we are motivated to have varies between individuals and circumstances. According to him, for an individual to become motivated to have a specific behaviour, it is required that the behaviour leads to a specific goal and that there are strength and endurance in the behaviour. Motivation implies encouraging and urging the employees to perform to the best of their capacities so as to achieve the desired goal of the organization.

These definitions of motivation show that human motives are based on needs which could be primary or secondary. Motivation is whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. If these needs are deprived from workers, it will be difficult to control the direction of their activity. In a depressed economy like Nigeria where many people are struggling to take care of their basic needs, it is important that organizations find ways of motivating its workers so that many of their vital needs will be solved. When these needs are not properly addressed, it can lead to reduction in the overall productivity.

Types of Motivation

According to Dobre (2016), job motivation consists of two broad categories: Intrinsic and extrinsic motivation. Both represent a return from a job. A doctor, for example, may be motivated in doing his or her job because of the opportunities to meet and assist patients, which is intrinsic motivation, and because he or she is paid to do the job, it is extrinsic motivation. Extrinsic motivation may be non-financial, such as recognition, commendation, or opportunities for continuing education or training.

Maryam (2014) categories motivation into two places, intrinsic motivation and extrinsic motivation. Intrinsic motivation is when motivation comes from internal factor to meet personal needs. We do things we do because we enjoy them, not

because we have to do them. Intrinsic means internal or inside of yourself; when you are intrinsically motivated, you enjoy an interest, a course of study or skill development solely for the fulfillment of education and having fun. Example include exploring opportunities for personal development for the satisfaction of being competent in a task, or setting the standards to become a role model or mentor. Whatever you take on, you do it for personal accomplishment and gratification.

Extrinsic motivation: implies when motivation comes from external factors that are given or controlled by others. Salary or praise are good examples. This type of motivation is everywhere and frequently used within society. When you are motivated to perform, achieve, learn or do something based on a highly considered outcome, rather than for the fun, development or personal fulfillment, you are being extrinsically motivated.

Motivation varies by gender, the type of health worker, training, and job tenure. There are numerous factors that drive job motivation and performance, which are country-specific. They include financial incentive, career development, and opportunities for training and contributing education. Factors within the working environment, such as resources, facility quality, management and leadership, working relationships, performance appraisal, and communications, also contribute to workers' motivation (Irimu, et al., 2014).

As an effort to stimulate employees, creativity, many organization have used extrinsic reward (for example monetary incentives and recognition) to motivate their employees and enhance their individual's performance. There are different types of incentives Lee, (2015) opined that incentive can be financial or non-financial, tangible or intangible. Incentives are divided into two types, Monetary incentive, Non-monetary incentive. Financial incentive involves granting of financial reward such as bonuses, commission, pay increases or other benefit. Non-financial incentive do not involve any payment of benefits (Medsker & Connor, 2015).

Financial Incentives:

Financial incentives are developed to satisfy basic human needs encouraging and pushing people to best performance. It is designed as a means of payment to increase productivity and improve employee work performance. Financial incentive give the employee some control over their income as the employee income will be based on their performance, to create a greater sense of responsibility of the job on the part of the employee (Latham, 2017).

The different aspect of financial incentives.are Pay (salary or other),Pension, bonus, insurance (accident, health or life insurance), Allowance (accommodation, clothing, child care, travel etc), Tuition fee, Subsidized meals, clothing and housing, Subsidized transport, Childcare subsidy.

In the context of organization and human resource management, there is a long tradition of expressing financial incentive to stimulate the employees to work harder than what they usually do. Money is a strong motivator for employees productivity.

Non-Financial Incentives

Non-financial incentive have significant potential to fulfill employees' needs and motivate them without winging or affecting financial resources. It plays an important role in increasing motivational level as well as promoting employees work performance. Non-financial incentives can be tangible or intangible and usually do not involve direct payment of cash. It is any means of incentives that do not involve directly with money, transfer of monetary value or equivalents.

Below shows the different aspect of financial incentives.Holiday/ vacation, Safe and clear workplace, Job, stability, security., Planned career breaks, Occupational health/ counseling service, Direction, supervision, Support for career development, Social activities, recreational facilities(Medsker & Connor ,2015).

Depressed Economy

Depressed economy can be referred to as an economy in which economic activities of all types are operating at a lower level than in normal or expected. In a

depressed economy; the growth rate is negative. The level of national income and expenditure decline rapidly. Some of the factors that affects management practice in a depressed economy are, interest rate, inflation, change in disposable income, stock market fluctuation and unpredictable financial system, the total deregulation of the foreign exchange market, the introduction of value added tax (VAT) and increase in import duties and tariffs among other factors (Katon, 2015) Sarkar (2018) identifies three causes of economic depression. They are great concentration of wealth in the hands of a few; blockage in the calculation of money and monetary devaluation and the resulting inability of the unit of money to be the unit of economic stability.

Another destabilising issue is monetary devaluation and the resulting inability of the unit of money to be the unit of Economic stability. The Nigeria economy today is a witness to this. The dollar and other currencies are no longer based on gold reserves or other real wealth. Government and corporation are printing more virtual money, such as government securities and bonds stocks, shares, encouraging consumer and business to buy on credit.

Challenges of Health Care Workers in Edo State Health Sector

For many decades now, Nigeria health-care workers have observed low job satisfaction and motivation thereby affecting their occupational performance as well as acting to push them to migrate to the developed nations for a greener pastures. The highlights below indicate the consequence of lack of motivation among health workers in Edo State.

They are treated under push and pull factors.

S/N	Push factors	Pull factors
1	Low and eroding wages and salary	Higher wages and income
2	Unsatisfactory living conditions. Lack of transport, housing etc.	Higher standard of living
3	Under-utilization of qualified personnel; lack of satisfactory	Better working conditions; job and career opportunities and professional development.

	working conditions low prospect of professional development.	
4	Lack of research and other facilities, including support staff, inadequacy of research funds lack of professional equipment and tools.	Substantial funds for research, advanced technology, modern facilities, availability of experienced support staff.
5	Social unrest, political conflict and wars.	Political stability
6	Declining quality of educational system.	Modern education system, prestige of foreign training
7	Discrimination in appointments and promotions	Meritocracy, transparency.
8	Lack of freedom	Intellectual freedom.

Source: Abah and Nwokwu,(2016).

Edo State Government and Healthcare Workers Motivation in the Depressed Economy.

Edo state Government has tried to make lives of healthcare workers and doctors better. Some of the measures carried out includes: training and retraining, promotion, bonuses and transportation.

Training and retraining.

Edo State Government has brought expensive certifications to the door step of its health care workers. Certification like basic emergency care training, basic and advanced life support certifications, and infectious disease certification trainings. Normally the certification are expensive and were given to healthcare workers in the state free of charge. This is quite motivational to the healthcare workers and has increased efficiency and productivity of the workers. Recently the Edo state Government released the sum of eight hundred and fifty thousand naira (N850,000.00) each to all the doctors in training under the state employment (Medical ResidencyTtraining Funds, Okunrobo,2023). The state government during the National Economic Instability (economic depression), organized training and retraining of health workers as a motivational measure to build their

capacity including workshops and study tours. The state Government also sponsor training and capacity building within and outside the state. (Edionweme, 2022).

Promotion

Edo State Government has been up to date with its promotion exercise. With prompt promotions, salaries are increased and this has gone a long way in curbing the current financial hardship which is currently plaguing the nation. Promotion does not only bring in more money, it is also a recognition of the person's performance. The timely promotion of healthcare workers has put new life in the workers because the motivation effect of promotion is quite high (Bamaiyi, 2023).

Bonuses

To motivate healthcare workers, Edo State Government provided some bonuses to cushion the effect of hardship in the economic instability in the country. An example is the new payment of 13th months salary to the healthcare workers amongst others. This is a better measure to motivate workers. This makes them feel appreciated thereby leading to efficiency and productivity (Ekpo, 2023).

Transportation

Edo State Government introduced free transportation for healthcare workers and others to curb the hardship that followed the removal of fuel subsidy and this makes the workers to save money and channel the saved amount to the other areas of their needs (Adeyinka, 2023).

Impact of Edo State Health Sector Motivation on Workers

Some of the impacts of motivation on the Edo State Health workers are as follows:

1. It has created a good industrial relation between the healthcare workers and the state government. By this, strike and other expression of grievances has been avoided in Edo State.
2. It has led to commitment and dedication to duty among the health care workers in Edo State. The workers are punctual and remain in their duty post before closing.

3. It has also reduced the migration of health care workers in Edo State especially among the senior doctors above the Early Career Doctors.
4. Productivity of the health sector in Edo State has been enhanced as the workers have become more effective and efficient in their operations.

Conclusion

One can conclude that motivation remains the only management tool available to retain and sustain health workers as well as increase the productivity of the workers in Edo State Health sector especially during the economic depression (unstable economy). To motivate the Edo State Healthcare workers. The state government embarked on training and retraining, remuneration, infrastructural development, recognition and award based on meritocracy, promotion, amongst others.

Recommendations

The following are hereby recommended to perfect the various motivational measures put in place by Edo state healthcare workers in the unstable economy in the country.

1. The training should cut across all sector of health care workers
2. The government should renovate all the healthcare facilities in the rural areas and provide befitting offices to ensure conducive working environment for the workers
3. Provision of good roads and electrification should be extended to the rural areas to motivate the healthcare workers serving the rural areas in the state
4. Edo state Government should construct residential accommodation to house the healthcare workers in the rural areas. This will in no small measure motivate the workers

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